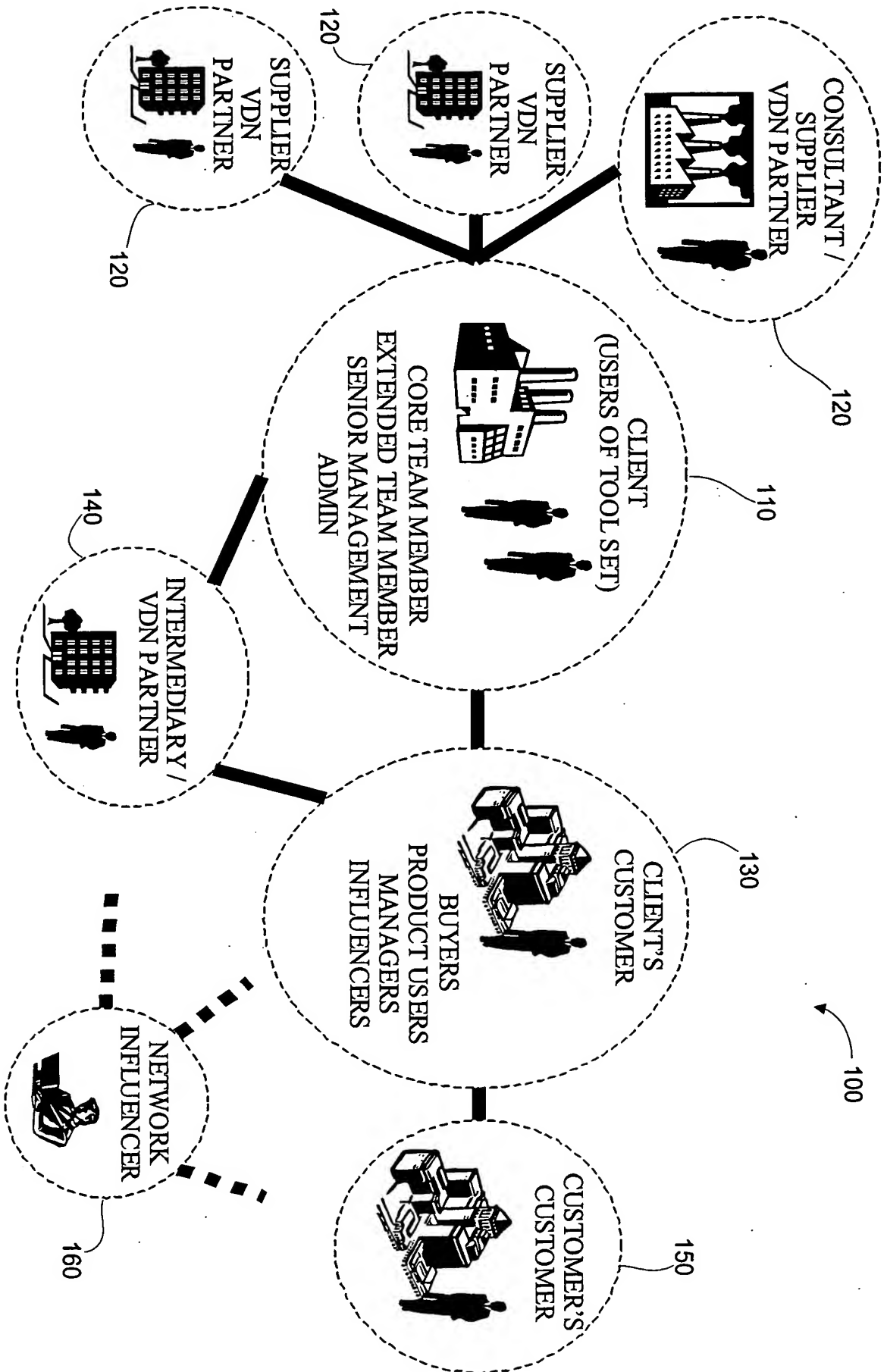


Figure 1



# Figure 2

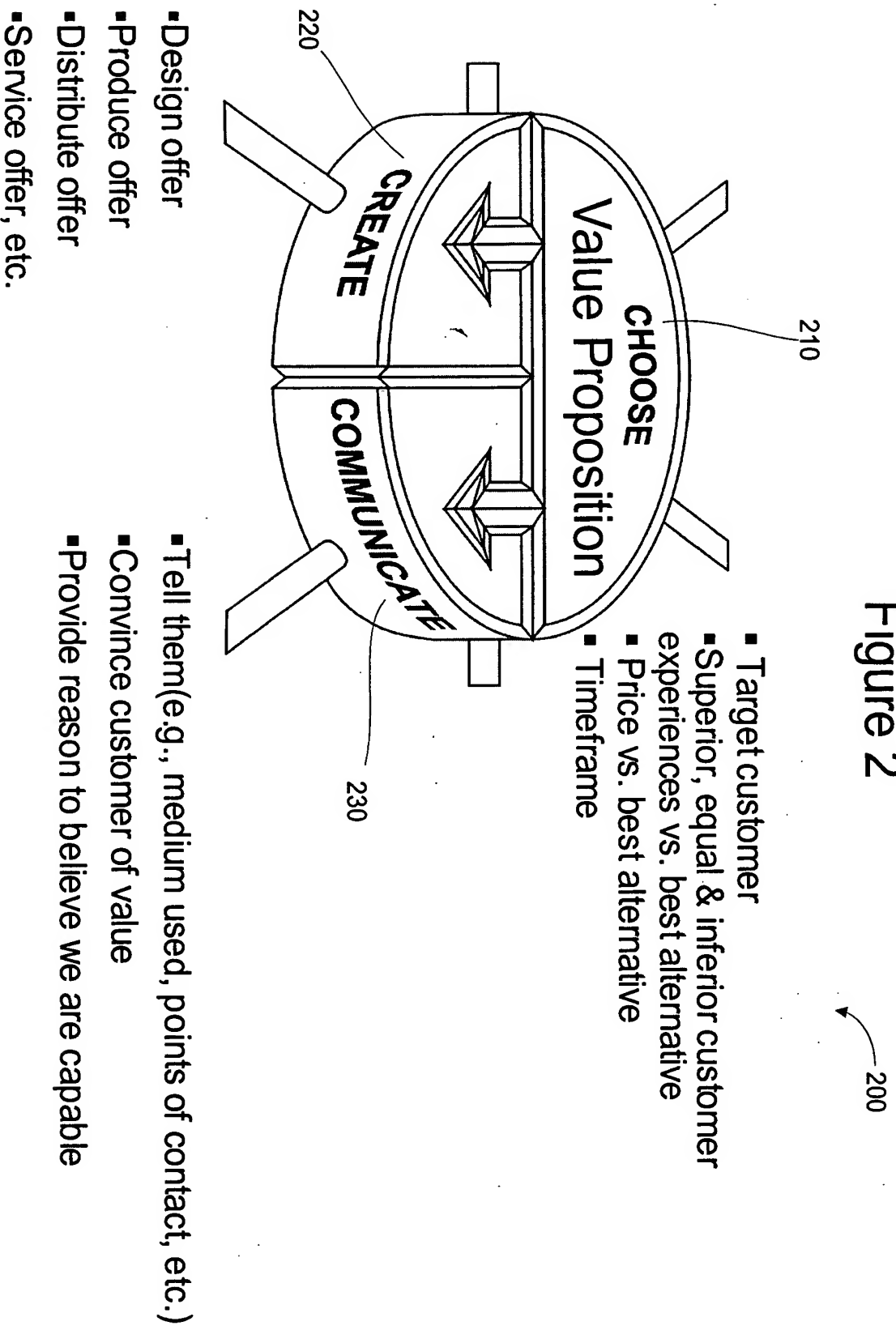
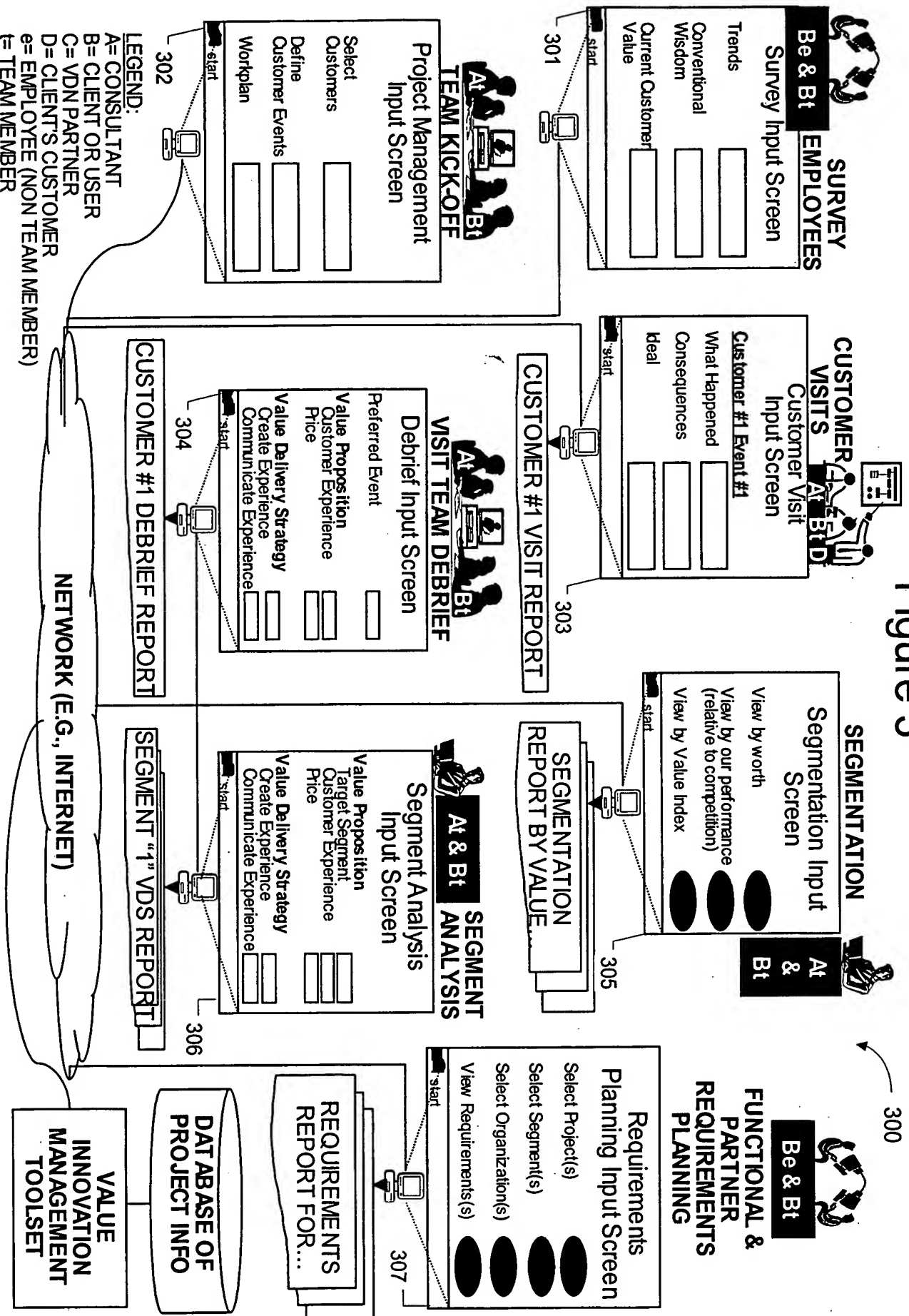
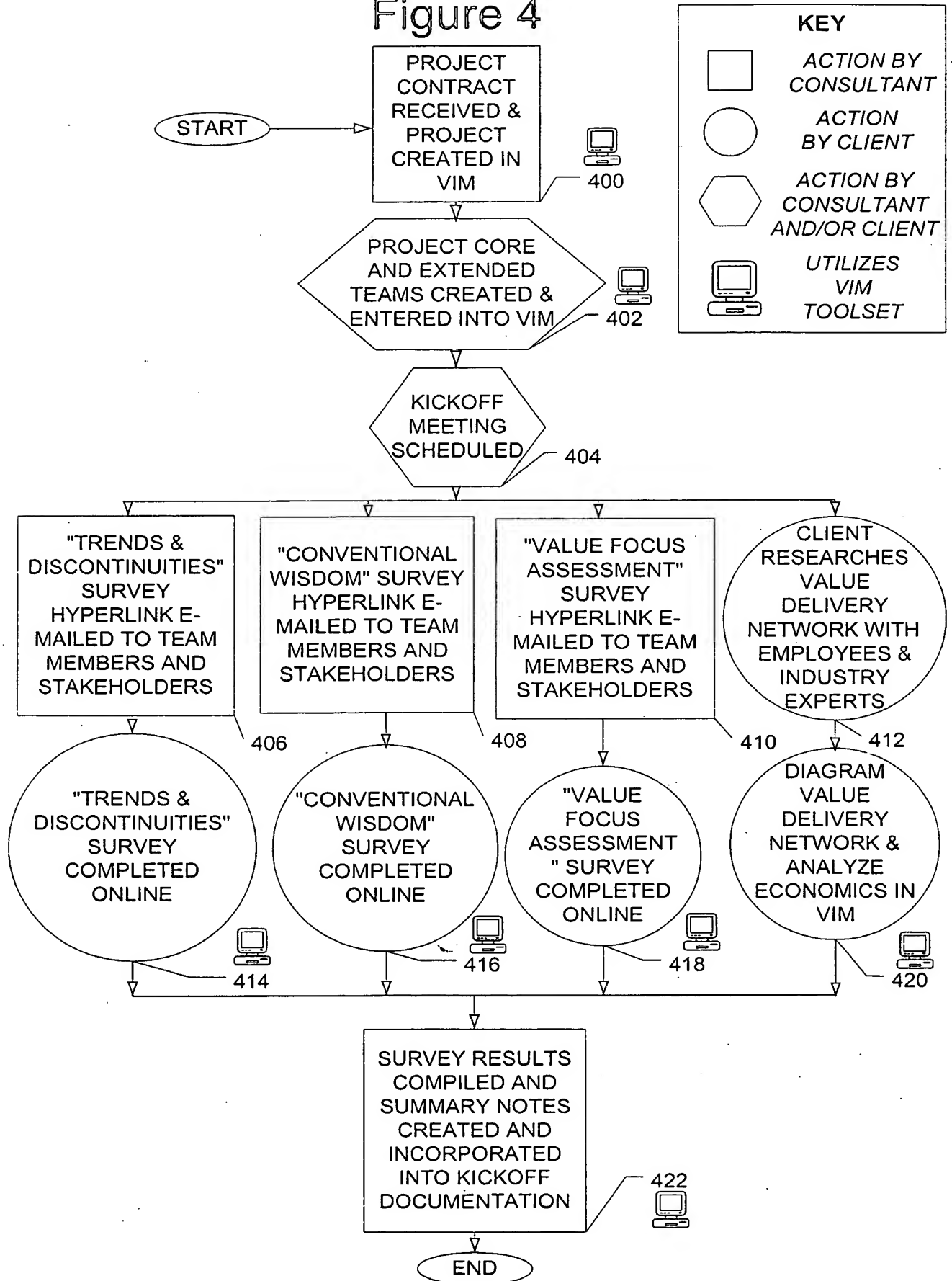


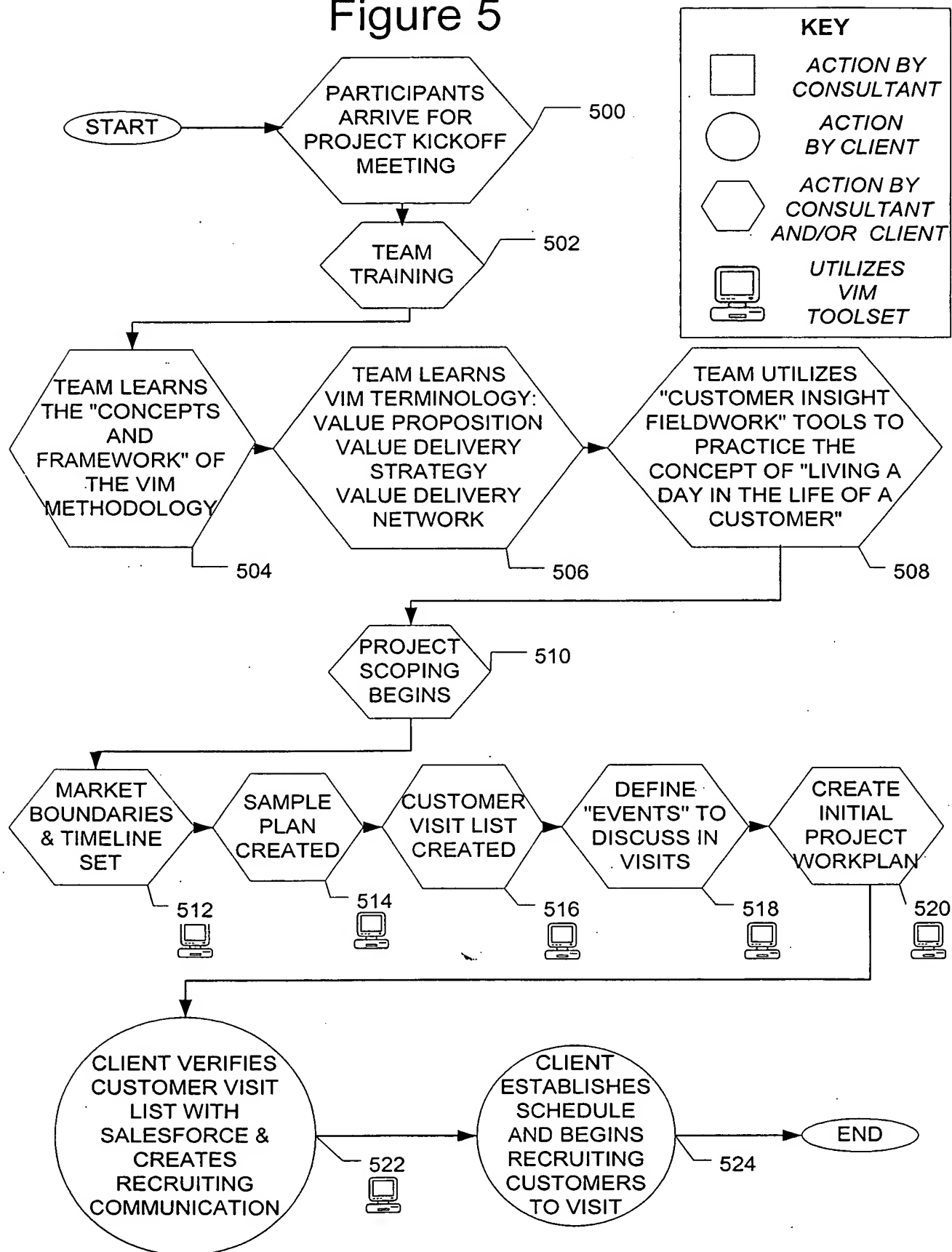
Figure 3



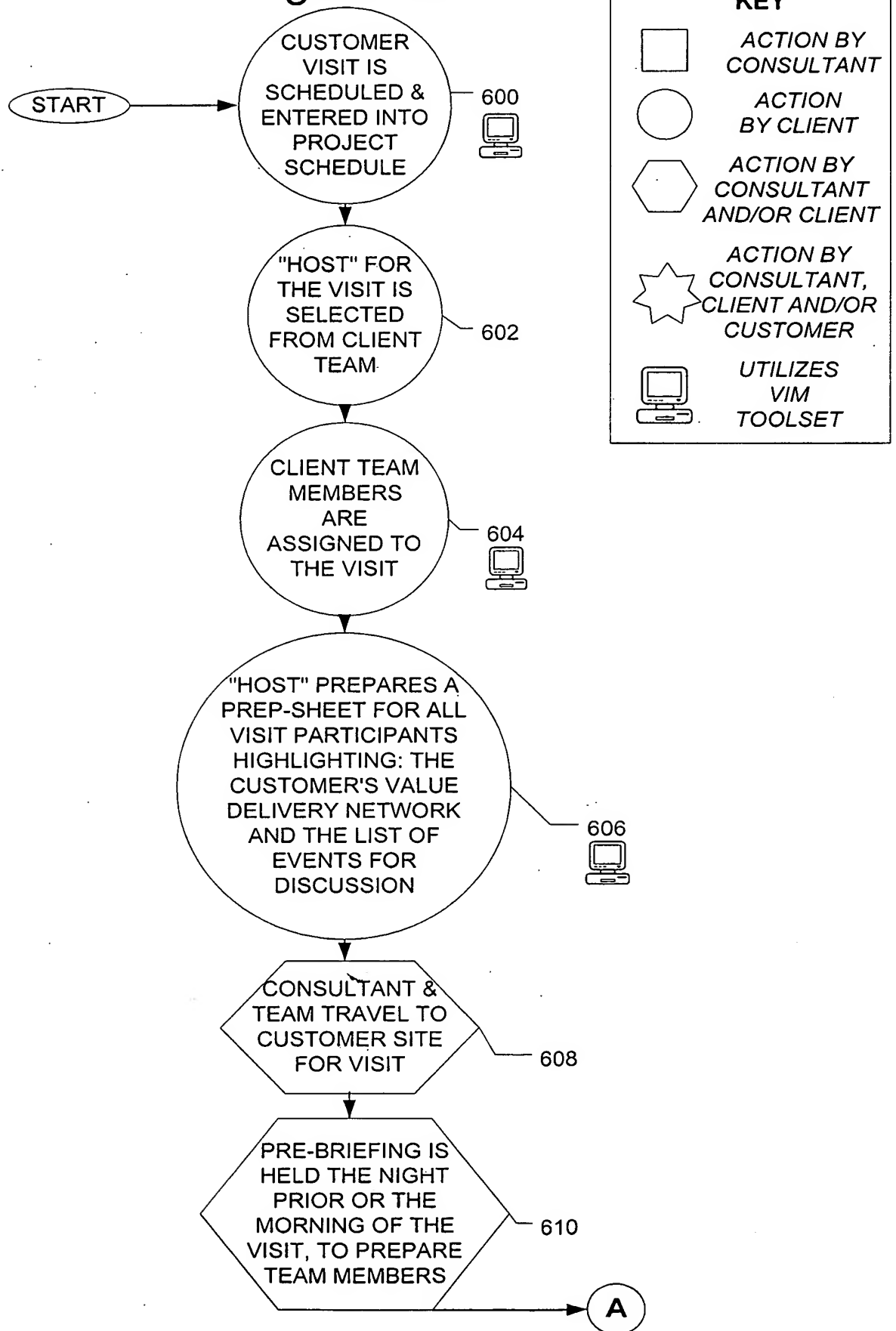
# Figure 4



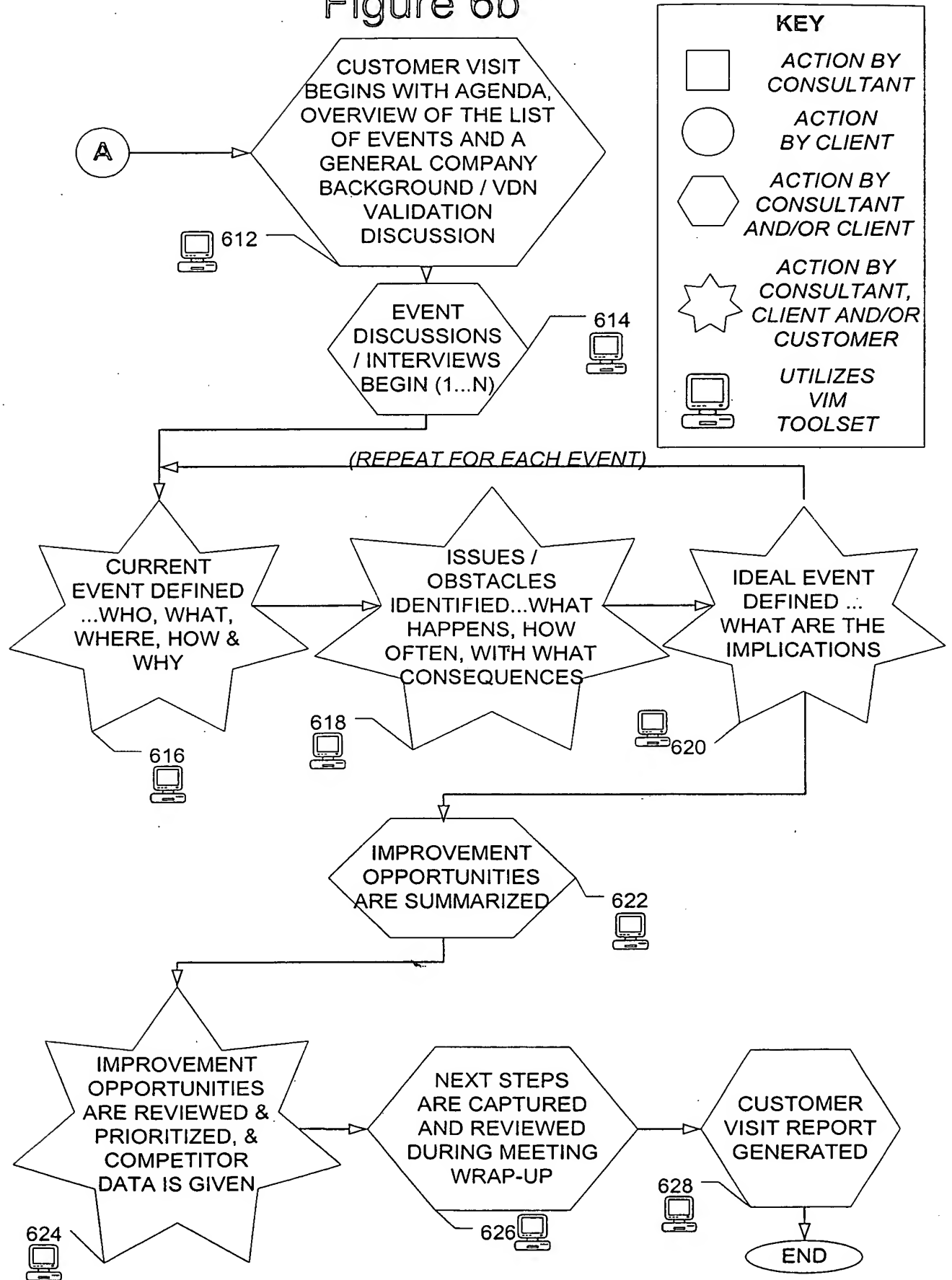
# Figure 5



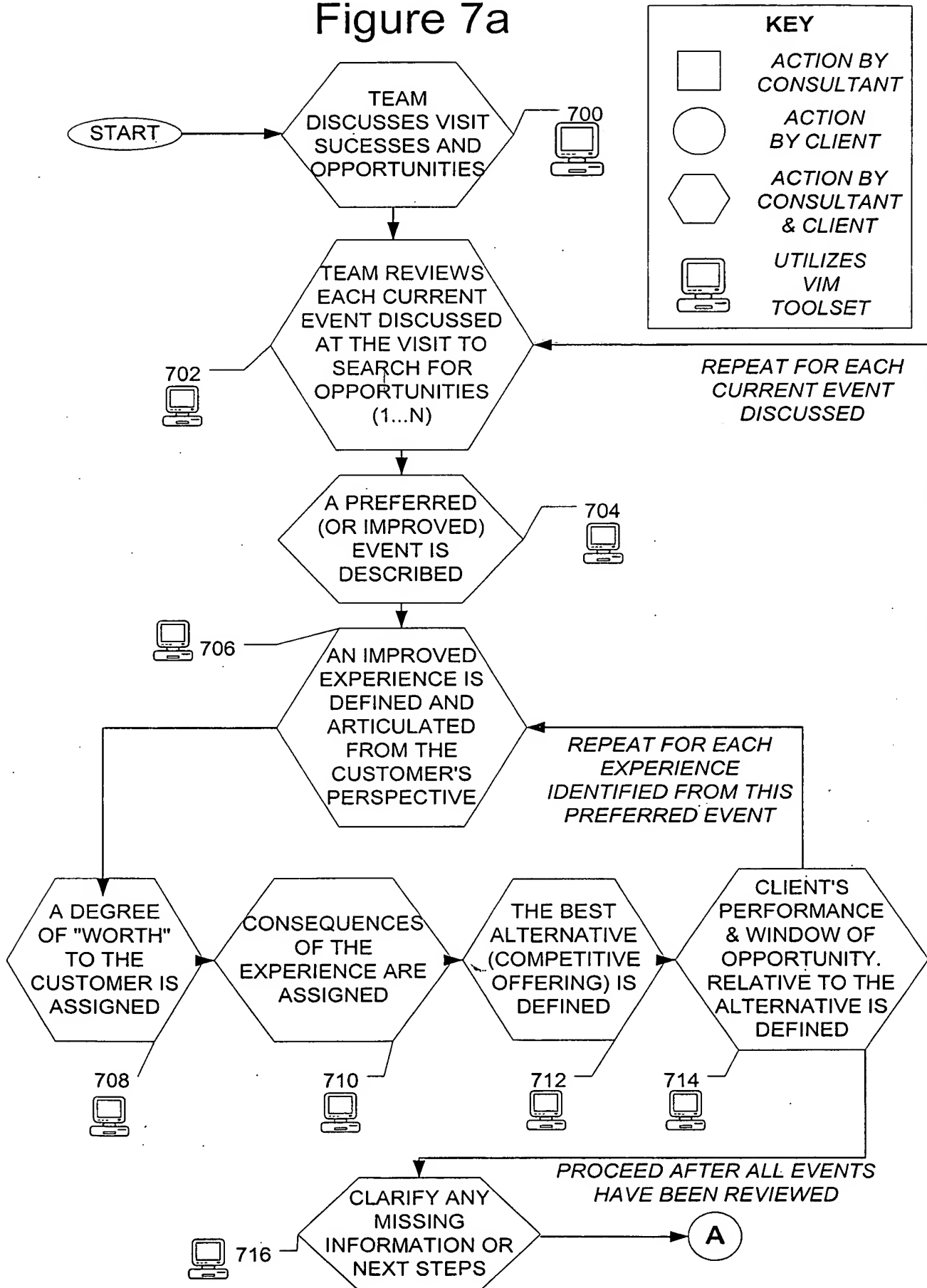
# Figure 6a



# Figure 6b

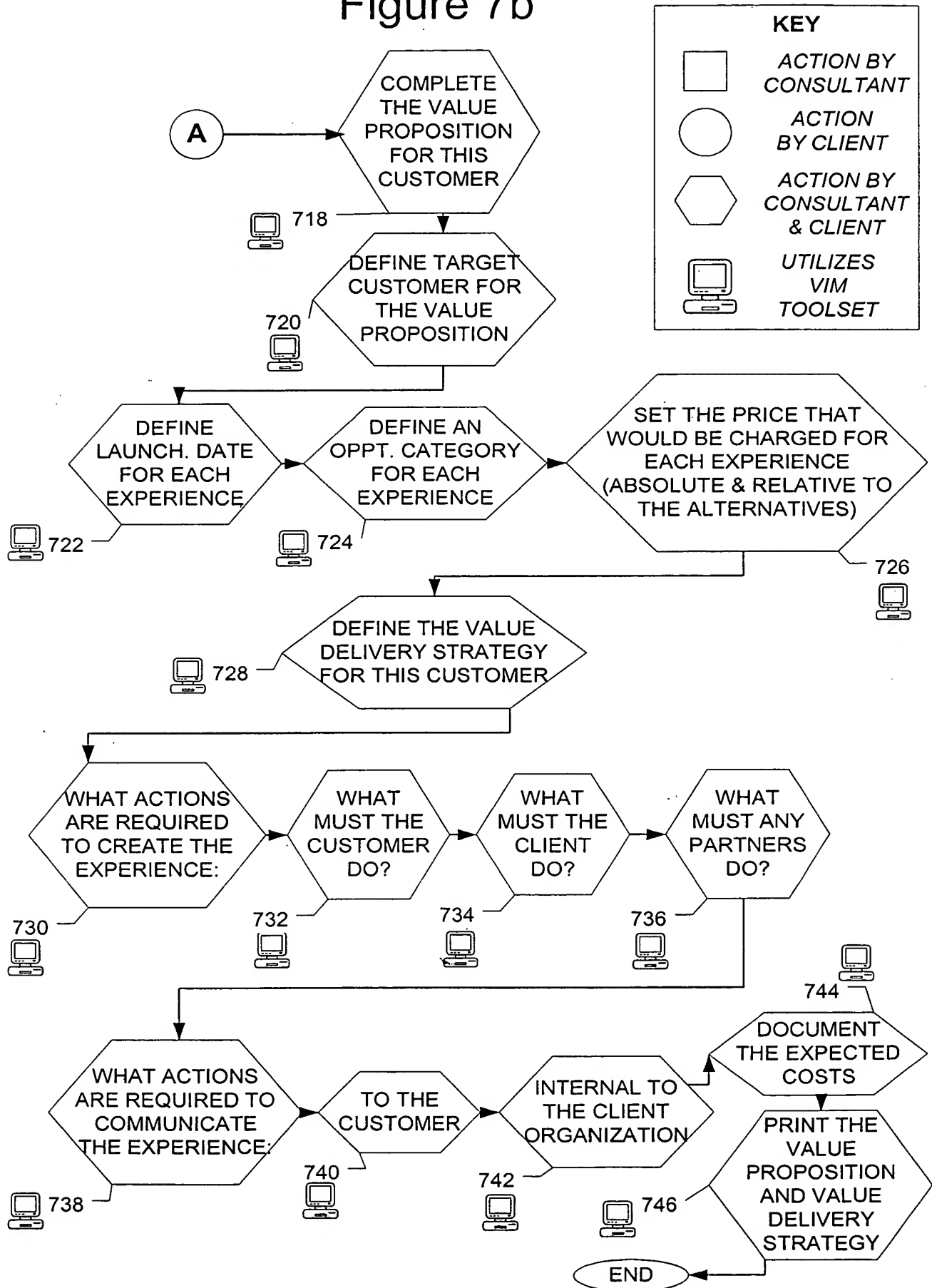


# Figure 7a

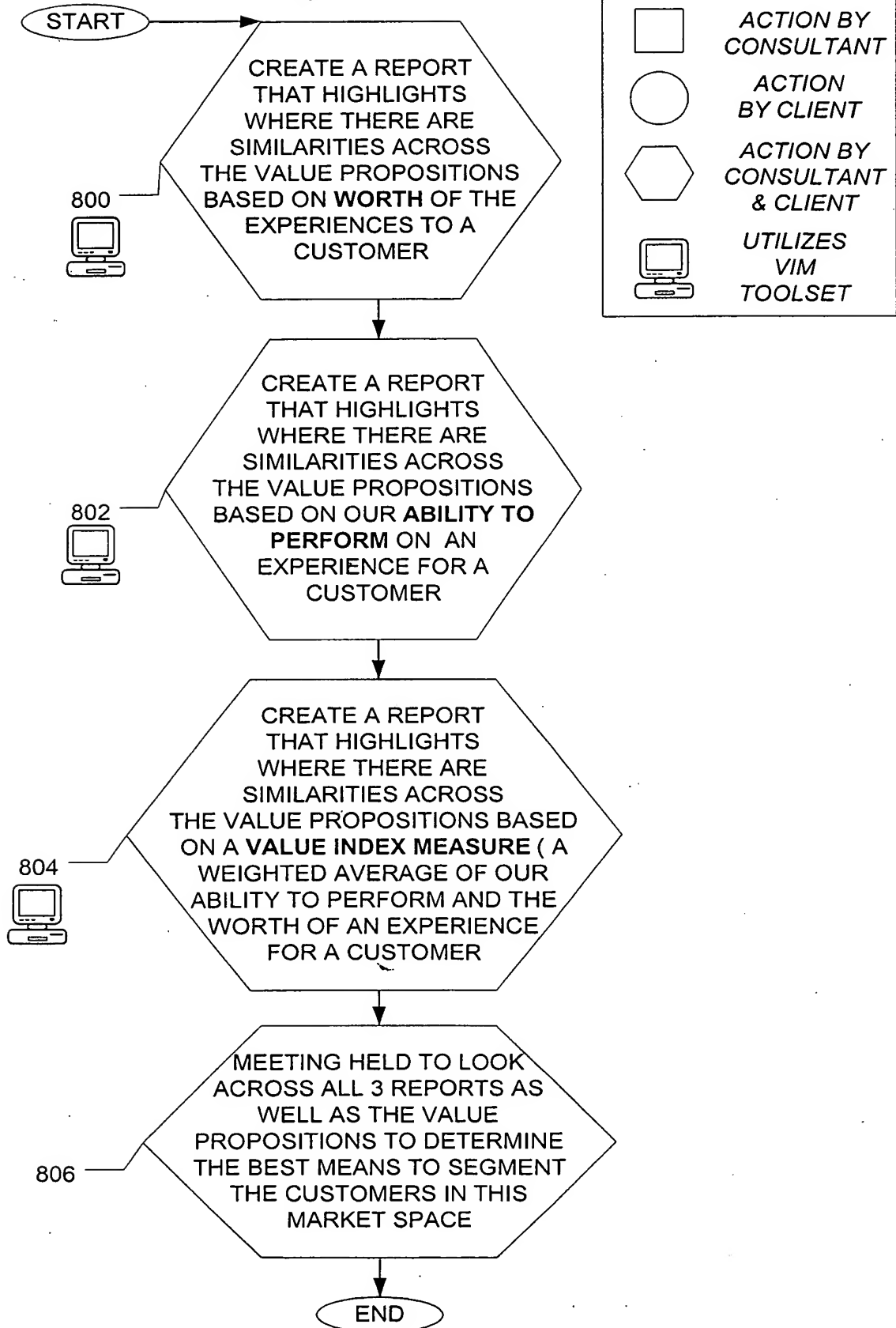




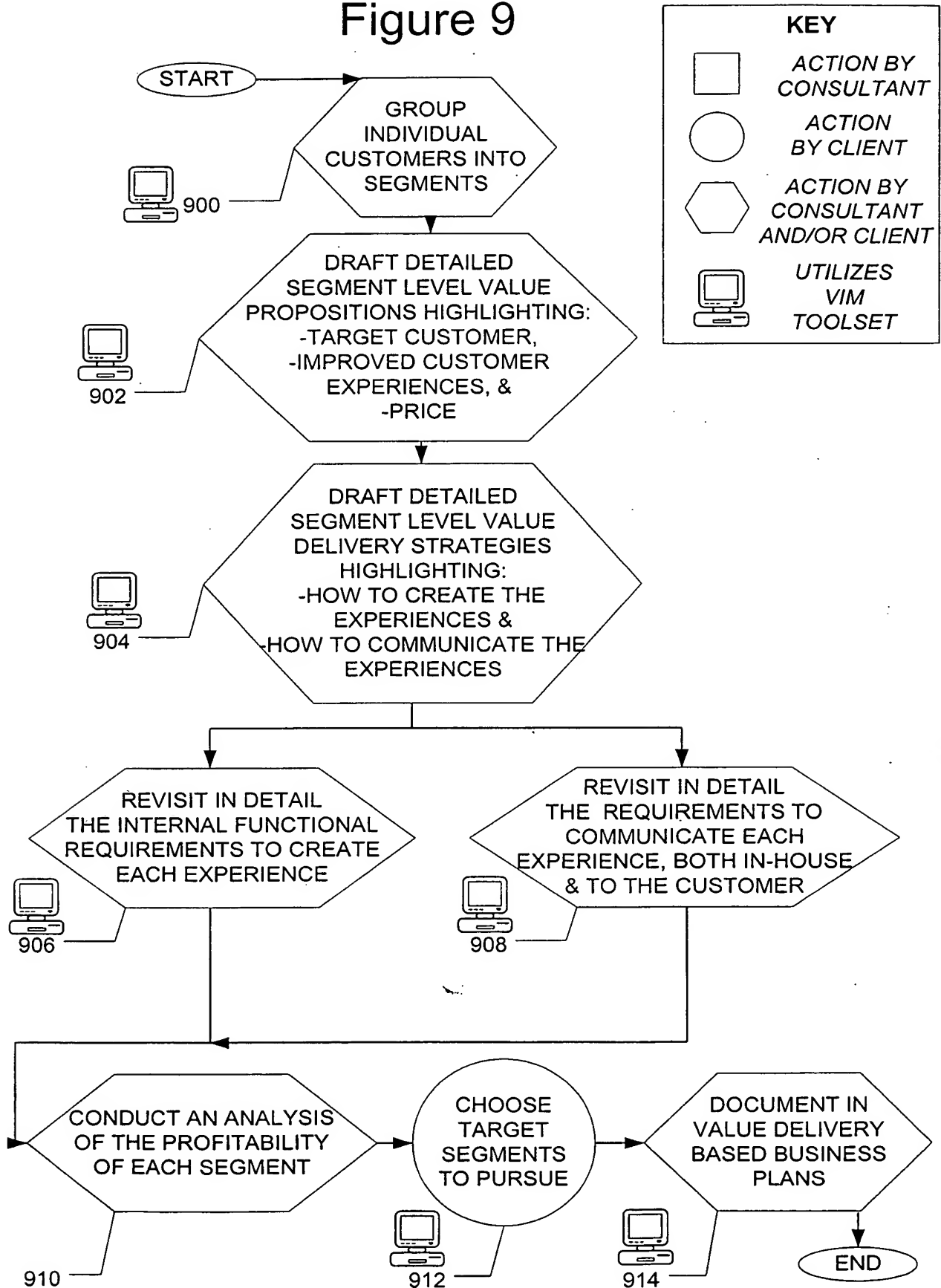
# Figure 7b



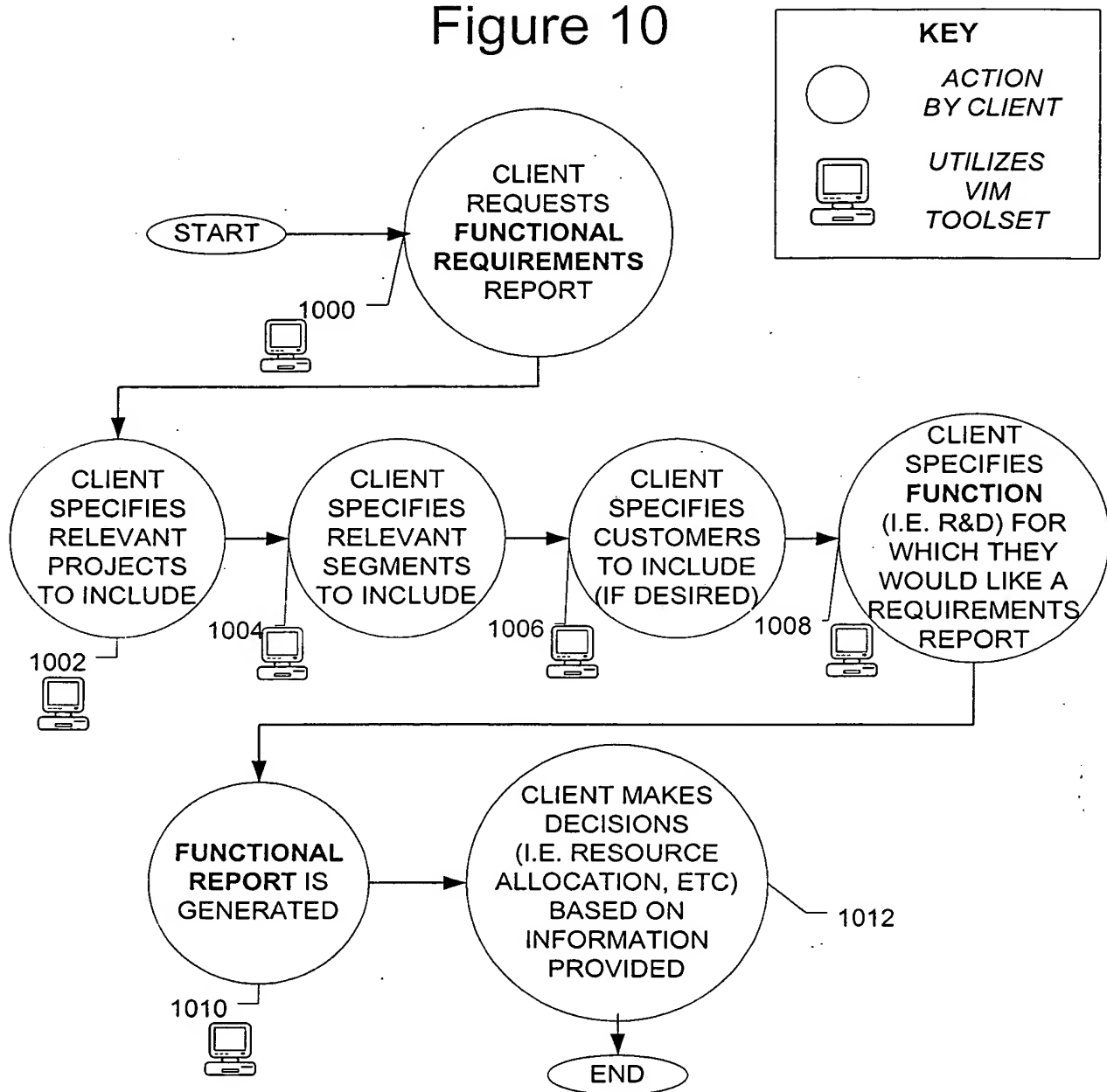
# Figure 8



# Figure 9



# Figure 10



# Figure 11

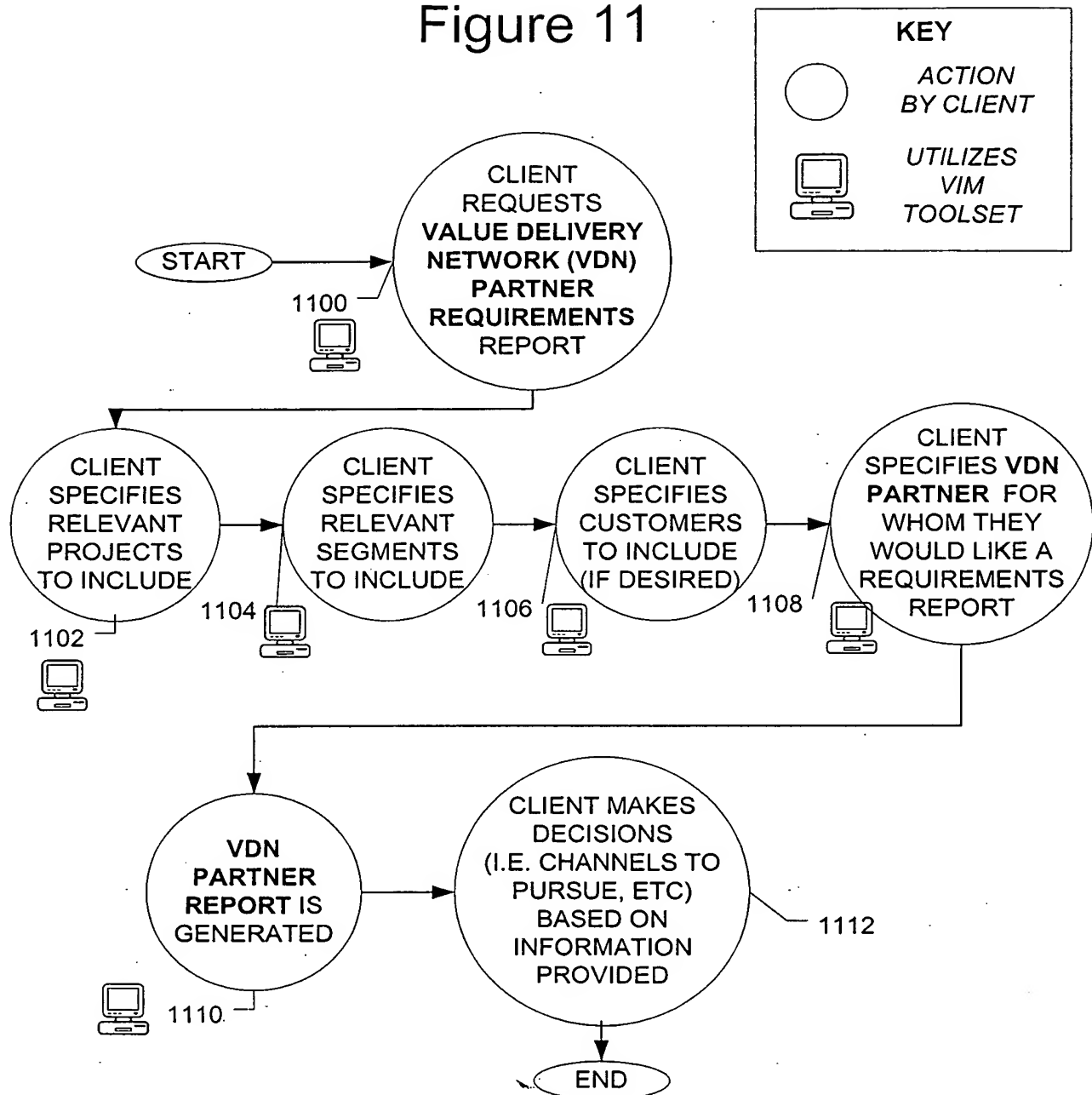


Figure 12

### Company Creation

Company Name	<input type="text"/>	Division	<input type="text"/>
Address 1	<input type="text"/>	Address 2	<input type="text"/>
City	<input type="text"/>	State	<input type="text" value="(Province)"/> ▼
Province	<input type="text"/>	Country	<input type="text" value="United States"/> ▼
Postal Code	<input type="text"/>		
Phone	<input type="text" value="Ex: (01) 404-467-0450"/>	Extension	<input type="text"/>
Fax	<input type="text"/>		
Notes:	<input type="text"/>		

---

**Current Companies:**

Company Name	City	State	Admin
Axios Partners	Buckhead	GA	edit

Figure 13

### Project Creation

Which company are you creating a project for?  ▼

**Current Projects:**

Project Name	Company Name	Assign Consultants	Admin
Eric's Big Adventure	Axios Partners (Main)	Assign Consultants	edit
QA 3	Axios Partners (Main)	Assign Consultants	edit
QA 3	Axios Partners (Main)	Assign Consultants	edit
QA Project	Axios Partners (Main)	Assign Consultants	edit
QA2 for deletion	Axios Partners (Main)	Assign Consultants	edit

Figure 14

**Project Creation**

Which company are you creating a project for? Axios Partners

Input the required information to create a project for Axios Partners.

Project Name:

Give a thorough description of the project. Limit to 2048 characters.

When is the project's estimated start date?

When is the project's estimated completion date?

Project's Time Horizon:

Default Project Administrator: Axios, Core

Current Projects:

Project Name	Company Name		Admin
Eric's Big Adventure	Axios Partners (Main)	Assign Consultants	edit
QA 3	Axios Partners (Main)	Assign Consultants	edit

Figure 15

### Project User Creation

Required Fields are annotated by an asterisk. ( \* )

* First Name	<input type="text"/>	Middle Initial	<input type="text"/>
* Last Name	<input type="text"/>	* Job Title	<input type="text"/>
* Email	<input type="text"/>		
* Phone	<input type="text"/>	Extension	<input type="text"/>
	Ex: (01) 404-467-0450		
Cell Phone	<input type="text"/>	Fax	<input type="text"/>
* Address 1	<input type="text"/>	Address 2	<input type="text"/>
* City	<input type="text"/>	State	(Province) <input type="text"/>
Province	<input type="text"/>	Country	United States <input type="text"/>
* Postal Code	<input type="text"/>	* User Type	Admin <input type="text"/>
* Username	<input type="text"/>	* Password	<input type="text"/>
* Company	Film Production Co <input type="text"/>	* Division	<input type="text"/>

**CREATE**

---

Current users:

User's Name	Company	Division	Role	Admin
Barker, Clive	Film Production Co	Quality Control	Core Team	delete edit
Cameron, James	Film Production Co	Film Production	Project Manager	delete edit
Carter, Chris	Film Production Co	Services R&D	Extended Team	delete edit
Rice, Anne	Film Production Co	animated films	Core Team	delete edit
Scott, Ridley	Film Production Co	Post production svce	Core Team	delete edit
Whedon, Joss	Film Production Co	Human Resources	Admin	delete edit

Figure 16

### Go Services Team Members

Assign your company's Site Users to the Go Services Project:

Company Users		Team Members
Hill, John (Aviation)		Barker, Clive (Quality Control)
Axios, Core (QA)		Cameron, James (Film Production)
Berggren, Deborah (None)	<b>ADD</b>	Carter, Chris (Services R&D)
User, Test (QA Test)		Rice, Anne (animated films)
user, survey (survey)		Scott, Ridley (Post production svce)
Berggren, Deborah (None)		Whedon, Joss (Human Resources)
Berggren, Allison (None)	<b>REMOVE</b>	



Figure 17


Survey – Trends/Discontinuities Film Production Co. Animated Film Services Go Services			
1. List the tops five "known" trends in our industry.			
2. What is the current position of the top 3-5 competitors/industry players (including ourselves)			
3. List the latest known technological advances from the top competitors (list 3-5).			
Technological Advance	What advantage is provided by this advance? (e.g. improved customer experience, lower cost, etc.)?	Window of Opportunity for this advance?	
4. List the latest known technological advances from our company (list 3-5)			
Technological Advance	What advantage is provided by this advance? (e.g. improved customer experience, lower cost, etc.)?	Window of Opportunity for this advance?	
5. What types of customers are served by our industry today (e.g. telcos, finance institutions, aircraft manufacturers, etc)? Up to 5.			
6. What new types of customers might be served by our industry 5 to 10 years from now?			
7. What channels are being most widely used today to reach these customers?			

Figure 18


Survey – Conventional Wisdom Film Production Co. Animated Film Services Go Services			
1. List five things you'd never hear customers say in our about our industry (i.e. airlines serve great food, etc.)			
Things you would never hear them say.	Why wouldn't they say that?	What opportunity does this create for us if we could change?	
2. Who is growing fastest in our industry?			How are the addressing the marketplace differently from us?
3. Give five assumptions about this industry that all major competitor have in common.			
Assumption that all major competitors have in common.	What has caused them to believe that?	What opportunity does this create for us if the assumption could be proven untrue/unnecessary?	
4. Give five things that you'd never hear in our company (i.e. we can design and build a new engine in a year)			
Things you would never hear said in our company.	Why wouldn't they say that?	What opportunity does this create for us if we could change this?	
5. Top five reasons given by people in our division/organization as to why our current business model isn't working (i.e. we just have to get more focused; everybody's losing money...)			
6. What are some of the most frustrating tradeoffs/compromises we've made over the past 2 years?			
Tradeoff/Compromise	Why couldn't we have both?	What was our key competitor's response (similar tradeoffs)?	Has anyone (in our industry or another) been able to accomplish something similar without compromise?

Figure 19


Survey - Value Focused Assessment			
Film Production Co. Animated Film Services		Go Services	
1. Is there a formal process to target new customers?		Yes	No
		0	0
If so, what is it and who is involved?			
2. Is there a written "Value Proposition offered to customers?		Yes	No
		0	0
How Clearly is it articulated?	How is it chosen?		
3. Are there certain customer types that you're familiar with?		Yes	No
		0	0
What positive experiences do you think you provide them?	If you asked them, do you think the customers would say they're aware of these experiences?	Are there experiences you explicitly deny them?	If no, why not?
What opportunities are there to improve upon this? (list 2-3)			
4. What Price do customers pay, relative to the competition?		1	2
		0	0
		3	4
		0	0
		5	0
5. Are we/can we provide the experiences we mentioned or are there capability gaps?		Can Provide	Capability Gaps

Figure 20

Which visit do you wish to view?  
Walt Disney Productions (Animated Films)

SUBMIT

Instructions for help page:

**Add Organizations:** Under Add Organization, click the organization type.

**Name Organizations:** Select the Organization, type the Organization's name in the Label field and click Organization Label (under Edit).

**Link Organizations:** Select 1 of the organizations, place the mouse cursor in the center of the selected organization, drag the mouse to the organization to which you would like to link.

**Name Links:** Select the link, type the Link's name in the Label field and click Link Label.

Be sure to **SAVE** your work when you are done by clicking on the **SAVE** button.  
 To edit/view a previous VDN, select **Open** under the **File** area.

VDN Structure

Label:

Value Delivery Network

Key Representatives  
Approx. Gross Margins  
Profit Levers  
Power/Influence  
\* First  
\*\* Second

Add Organization

Our Organization  
Our VDI Partner  
Customer  
Customer-Cust  
Supplier  
Edit  
Link  
Delete  
Organization Label  
Organization Value  
File  
Save  
Open  
Help

**Figure 21**

### Important Trends Identified in Our Industry

- Top Trends
  - Xx
  - Xx
  - Xx
  - Xx
- Top Competitors
  - Xx
  - Xx
  - Xx
  - Xx
- Latest Technological Advances (from us and others)
  - Xx
  - Xx
  - Xx
  - Xx

**Figure 22**

### Create Sample Plan

To add a defining characteristic, type in a label for that characteristic. Enter in the relevant levels for that characteristic (such as high, medium and low or North America, Asia and Europe) below. Then click on enter.

Enter a potential defining characteristic

Define up to 5 levels within each characteristic

**Levels**

1.

2.

3.

4.

5.

Enter

Defining Characteristics	Level 1	Level 2	Level 3	Level 4	Level 5	Select	Admin
Volume	< 100	100-999	>1,000			<input type="radio"/>	<a href="#">Edit</a> <a href="#">Delete</a>
Region	NA	SA	Europe	Asia	Africa	<input type="radio"/>	<a href="#">Edit</a> <a href="#">Delete</a>
Application	Dry	Wet				<input type="radio"/>	<a href="#">Edit</a> <a href="#">Delete</a>

**Figure 23**

### Finalize Sample Characteristics

Select the most important characteristics from the list below by placing clicking the button in the select box column (far right) then press create customer list:

Defining Characteristics	Level 1	Level 2	Level 3	Level 4	Level 5	Select	Admin
Volume	< 100	100-999	>1,000			<input checked="" type="radio"/>	<a href="#">Edit</a> <a href="#">Delete</a>
Region	NA	SA	Europe	Asia	Africa	<input type="radio"/>	<a href="#">Edit</a> <a href="#">Delete</a>
Application	Dry	Wet				<input type="radio"/>	<a href="#">Edit</a> <a href="#">Delete</a>

Set Target #'s

**Figure 24**

### Set Target #'s

Set recruiting targets for the minimum number of customer observations for each characteristics and then press "create recruiting list":

Defining Characteristics	Level	Minimum Visits	Admin
Volume	< 100		<a href="#">Edit</a> <a href="#">Delete</a>
	100-999		<a href="#">Edit</a> <a href="#">Delete</a>
	>1,000		<a href="#">Edit</a> <a href="#">Delete</a>
Region	NA		<a href="#">Edit</a> <a href="#">Delete</a>
	SA		<a href="#">Edit</a> <a href="#">Delete</a>
	Europe		<a href="#">Edit</a> <a href="#">Delete</a>
	Asia		<a href="#">Edit</a> <a href="#">Delete</a>
	Africa		<a href="#">Edit</a> <a href="#">Delete</a>
Application	Dry		<a href="#">Edit</a> <a href="#">Delete</a>
	Wet		<a href="#">Edit</a> <a href="#">Delete</a>

Create Recruiting List

Figure 25

### Create Recruiting List

Type in a customer name and click on enter.

Enter a potential customer to visit

Enter

Then click on the characteristics for that customer below and click on enter:

Defining Characteristics	Level	Minimum Visits	Current Total	Customer A	Customer B
Volume	< 100	3	1	<input type="radio"/>	<input checked="" type="radio"/>
	100-999	3	1	<input checked="" type="radio"/>	<input type="radio"/>
	>1,000	4	0	<input type="radio"/>	<input type="radio"/>
Region	NA	2	1	<input checked="" type="radio"/>	<input type="radio"/>
	SA	2	0	<input type="radio"/>	<input type="radio"/>
	Europe	2	1	<input type="radio"/>	<input checked="" type="radio"/>
	Asia	2	0	<input type="radio"/>	<input type="radio"/>
	Africa	2	0	<input type="radio"/>	<input type="radio"/>
Application	Dry	4	2	<input checked="" type="radio"/>	<input checked="" type="radio"/>
	Wet	4	0	<input type="radio"/>	<input type="radio"/>

Enter

Figure 26

### Create Events for Go Services

Enter a description (this will serve as the Event's Name). Be sure to include the beginning & ending of the event. For example: "Accounts payables process: from time payable is incurred -to check is in the mail." (do not exceed 255 characters).

**NEW EVENT**

Go Services's Current Events:

Event Name / Description	Admin
Finding new special effects from the time they are needed until the new effects are incorporated into the motion picture	delete edit
Locating new creative talent (animators, etc.): from beginning of search until final hire	delete edit
Post production editing: from finishing of "shoot" until film edit "sign-off"	delete edit
Refreshments for the crew: from determining needs and vendors to payment of bills	delete edit
Sourcing props and other materials: from the time the need is identified until the item is brought in house.	delete edit

Figure 27

### Work Planning

To add a task, type in a description of the task. Select the work step and the team member who's responsible. Finally, type in a start & end dates and click on enter.

Task

Select a Work Step 

PULL DOWN:  
• Preparation  
• Meeting  
• Customer Fieldwork  
• Segment & Business Planning

Who's responsible 

PULL DOWN:  
• Team member names  
• Include a label all team members

Start Date (MM/DD/YYYY)

End Date (MM/DD/YYYY)

**Enter**

Task (Sorted by End Date)	Who	Start	End	Admin
				<a href="#">Edit</a> <a href="#">Delete</a>

Figure 28

### Scheduling

To schedule a meeting, type in a name, location and who's leading the meeting. Then, type in a start & end dates with start & end times and click on enter.

Meeting Name

Location

Who's leading this meeting?

Who's attending this meeting? 

PULL DOWN:  
• Team member names  
• Include a label all team members

Start Date (MM/DD/YYYY)  Start Time  End Time

End Date (MM/DD/YYYY)  Start Time  End Time

**Enter**

Meetings for (team member name)	Location	Start Date	End Date	Admin
		(click on date to see start and end time)	(click on date to see start and end time)	<a href="#">Edit</a> <a href="#">Delete</a>

**Figure 29**

Project Schedule (View only)						
This page is not editable. To add a customer visit task go to that customer visit. To add another type of task such as a meeting, go to the project work plan.						
January	Monday	Tuesday	Wed	Thurs	Friday	Sat/Sun
	1	2	3	4	5	6/7
	8	9	10 Kickoff	11 Kickoff	12	13/14
	15	16	17	18	19	20/21
	22	23	24	25	26 Muppets Visit	27/28
	29 Team Meeting	30	31			

**Figure 30**

Project Schedule (View only)			
This page is not editable. To add a customer visit task go to that customer visit. To add another type of task such as a meeting, go to the project work plan.			
Meetings & Visits (Shown: Sorted by Start Date)	Location	Start Date (click on date to see start and end time)	End Date (click on date to see start and end time)
Kickoff			
Muppets Customer Visit			
Teletubbies Customer Visit			
Interim Review			
Disney Customer Visit			
Segmentation			



Figure 31










Guidelines and Templates	
	<a href="#"><u>Debrief Guidelines PROPRIETARY.doc</u></a>
	<a href="#"><u>LogisticsChecklist PROPRIETARY.doc</u></a>
	<a href="#"><u>Overview for Acct Mgrs PROPRIETARY.doc</u></a>
	<a href="#"><u>Pre-Brief Guidelines PROPRIETARY.doc</u></a>
	<a href="#"><u>Sample 1-Page Recruiting Fax PROPRIETARY.doc</u></a>
	<a href="#"><u>Sample confirmation PROPRIETARY.doc</u></a>
	<a href="#"><u>Sample Recruit Letter PROPRIETARY.doc</u></a>
	<a href="#"><u>Sample thank you PROPRIETARY.doc</u></a>
	<a href="#"><u>Workshop Guidelines PROPRIETARY.doc</u></a>

Figure 32

<u>Sample Recruiting Letter</u>
<p>Dear Customer:</p> <p>HP's [X] Division is investigating new products &amp; services to meet the evolving needs of our customers, and over the next several weeks, will be exploring various [Y] issues with select HP customers. We would like to invite you to participate with us in a full-day workshop to help us better understand the challenges and obstacles your business faces on a day to day basis. We are sincerely looking forward to working with you and expect you will find the discussion an interesting and productive experience for all involved.</p> <p><b>Workshop Approach:</b></p> <p>We're taking a new Market-Focused workshop approach to understand our customers. In the workshop we will be asking questions that focus on your day to day operations, the value you try to provide your customers and your real needs, opportunities and problems. Then we will work together to understand what some of the right solutions for those problems might be. After the session our organization will assess our ability to deliver at least some of the improvements we discussed with you. This does not mean we will necessarily be able to accomplish any and all ideas that emerge from this workshop, but it lets us define what we should be trying to do for you based on <i>your real needs</i>, rather than based purely on our current abilities and constraints.</p> <p>We anticipate that participants will get a lot out of this discussion, as well as learn a new framework for thinking about their organization and the value they provide to their customers. Our goal is to use the insights we gain from our discussions to set priorities for future programs which we hope will result in your being better able to meet your own long term objectives.</p> <p>Finally, we would like to stress that the workshop is not an attempt to sell you anything. HP is seriously looking at the next generation of support offerings, and your perspective is very important to us. All information discussed in this workshop will be strictly confidential and used for research purposes only.</p>

Figure 33

### Creating a visit for Go Services

Required Fields are annotated by an asterisk. ( \* )

* Target Customer	<input type="text"/>	Division	<input type="text"/>
* Address1	<input type="text"/>	Address2	<input type="text"/>
* City	<input type="text"/>	* State	(Province) <input type="button" value="v"/>
Province	<input type="text"/>	* Country	United States <input type="button" value="v"/>
* Postal Code	<input type="text"/>		
* Phone Number	<input type="text"/>	Extension	<input type="text"/>
	Ex: (01) 404-467-0450		
Fax Number	<input type="text"/>	* Customer Contact	<input type="text"/>
* Start Date	MM/DD/YYYY	* End Date	MM/DD/YYYY
Description	<input type="text"/> <input type="button" value="Δ"/> <input type="button" value="v"/>		

**CREATE**

Scheduled Customer Visits:

Visit Name	Location	Start Date	End Date	Admin
Walt Disney Productions (Animated Films)	Orlando, Florida, U.S.	8/1/2001	8/9/2001	delete edit
Teletubbies (motion pictures)	London, England	9/12/2001	9/13/2001	delete edit
Jim Henson Productions (Muppets)	New York, New York, U.S.	9/24/2001	9/25/2001	delete edit
Target Customer1 (Deletion)	Atlanta, Georgia, U.S.	4/9/2002	4/11/2002	delete edit
Josie and the Pussycats, Inc (pussycats)	Florence, Italy	5/5/2002	5/5/2002	delete edit

**Figure 34**

Walt Disney Productions (Animated Films)'s Visit Participants

Which visit do you wish to view?

Walt Disney Productions (Animated Films)

SUBMIT

Add Walt Disney Productions (Animated Films) employee's contact information to the Participant's box. (Information required in all fields.)

First Name

Last Name

Job Title

Phone Number

City

(Province)

E-mail

ADD

Last	First	Job Title	Location	Admin
Beauty	Sleeping	Director of Acquisitions	Orlando, Florida	Delete
Charming	Prince	Quality Control Engineer	Orlando, Florida	Delete
Mouse	Mickey	Production Assistant	Orlando, Florida	Delete

Add Our Team Members to the Team Member Participants box who will participate on this visit.

Team Members

Team Member Participants

Carter, Chris  
Rice, Anne

ADD

REMOVE

Barker, Clive  
Cameron, James  
Scott, Ridley  
Whedon, Joss

**Figure 35**

**Create Prep Sheet**

First, select the customer visit prep sheet from the pull down menu and click on "enter".

Select a customer to create a prep sheet? (Pull down menu of scheduled customer visits)

Enter

Then, select the information that you want to enter or view from the pull down menu and click on "enter".

Which information to you want to add or edit?

(Pull down menu)
Create VDN
Company Background Information
Participants
Match Events to this Visit

Go

If you want to create a printable/downloadable complete prep sheet click on create report

Create Report

**Figure 36**

**Enter Company Background**

Give brief answers to the following questions, then click on "enter".

What are their primary target markets?	<input style="width: 90%;" type="text"/>
What are their most important products?	<input style="width: 90%;" type="text"/>
What is their cost structure?	<input style="width: 90%;" type="text"/>
What is their stated strategy?	
Positioning vs. competitors	<input style="width: 90%;" type="text"/>
Pricing	<input style="width: 90%;" type="text"/>
Their own role	<input style="width: 90%;" type="text"/>
Key competitors	<input style="width: 90%;" type="text"/>
Overall industry trends	<input style="width: 90%;" type="text"/>
Prior relationship with us	<input style="width: 90%;" type="text"/>

Enter

Which visit do you wish to view?

Walt Disney Productions (Animated Films) ▾

**Instructions for help page:**  
Add Organizations: Under Add Organization, click the organization type.  
Name Organizations: Select the Organization, type the Organization's name in the Label field and click Organization Label (under Edit).  
Link Organizations: Select 1 of the organizations, place the mouse cursor in the center of the selected organization, drag the mouse to the organization to which you would like to link.  
Name Links: Select the link, type the Link's name in the Label field and click Link Label.

Be sure to **SAVE** your work when you are done by clicking on the **SAVE** button.  
 To edit/view a previous VDN, select **Open** under the **File** area.

---

**VDN Structure**

Label:

```

graph LR
    A[Our Organization] --> B[Our VDN Partner]
    B --> C[Customer]
    C --> D{Customer Dist.}
    C --> E((Influencer))
    D --> E
          
```

**Add Organization**

Our Organization

Our VDN Partner

Customer

Customer Dist.

Influencer

**Edit**

Select All

Delete

Organization Label

Link Label

**File**

Save

Open

**Help**

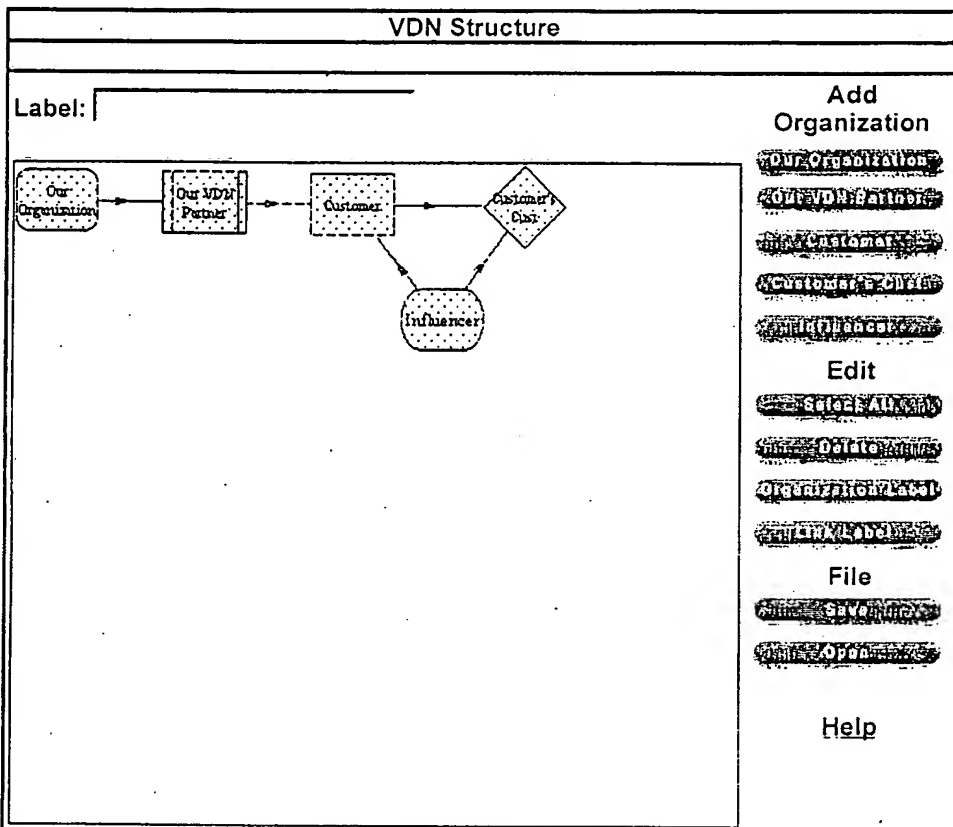


Figure 38

### Assign Events to Visits

---

Select a Customer Visit:

Please Select

Select a Current Event to assign to a selected Customer Visit:

Please Select

**ASSIGN**

Go Services's Currently Assigned Events:

<b>Walt Disney Productions (Animated Films)</b>	
Post production editing: from finishing of "shoot" until film edit "sign-off"	remove
Refreshments for the crew: from determining needs and vendors to payment of bills	remove
Sourcing props and other materials: from the time the need is identified until the item is brought in house.	remove
<b>Teletubbies (motion pictures)</b>	
Locating new creative talent (animators, etc.): from beginning of search until final hire	remove
Post production editing: from finishing of "shoot" until film edit "sign-off"	remove
Sourcing props and other materials: from the time the need is identified until the item is brought in house.	remove
<b>Jim Henson Productions (Muppets)</b>	
Locating new creative talent (animators, etc.): from beginning of search until final hire	remove
Post production editing: from finishing of "shoot" until film edit "sign-off"	remove
Refreshments for the crew: from determining needs and vendors to payment of bills	remove
<b>Target Customer1 (Deletion)</b>	
No Current Events assigned at this time.	
<b>Josie and the Pussycats, Inc (pussycats)</b>	
Finding new special effects from the time they are needed until the new effects are incorporated into the motion picture	remove
Locating new creative talent (animators, etc.): from beginning of search until final hire	remove
Refreshments for the crew: from determining needs and vendors to payment of bills	remove

Figure 39

### Customer Background for Walt Disney Productions (Animated Films)

Which visit do you wish to view?

Walt Disney Productions (Animated Films)

SUBMIT

Walt Disney Productions (Animated Films) Participants:

Name	Title	Phone Number
Beauty, Sleeping	Director of Acquisitions	555-1212
Charming, Prince	Quality Control Engineer	555-1212
Mouse, Mickey	Production Assistant	555-1212

Team Member Participants:

Name	Title	Phone Number	Company
Barker, Clive	Quality Control Engineer	333-1212	Film Production Co (Quality Control)
Cameron, James	Production Manager	333-555-1212	Film Production Co (Film Production)
Scott, Ridley	Editor	444-1212	Film Production Co (Post production svce)
Whedon, Joss	HR Manager	333-1212	Film Production Co (Human Resources)

### Overview

Enter the name of Walt Disney Productions's (Animated Films) Target Customers then click on the ADD button.

Customer:

▲

▼

ADD

Current Customers:	Admin:
United Artist Cinemas	delete
AMC Theatres	delete
Sony Theatres	delete
Families (Customer's customers)	delete

Enter the name of Walt Disney Productions's (Animated Films) Competitors, then click on the ADD button.

Competitor:

▲

▼

ADD

Current Competitors:	Admin:
Jim Henson Productions	delete
All other motion picture studios	delete
Public Broadcasting system	delete

Figure 40

### Walt Disney Productions's (Animated Films) Stated Value Proposition

Instructions: Enter an experience OTHER THAN PRICE that Walt Disney Productions (Animated Films) provides to its target customers. The number of characters cannot exceed 2048. Then rate the importance of the experience to their customer and rate their performance against their competition.

An experience that Walt Disney Productions (Animated Films) provides their customers: (See the current list below the form)

▲

▼

Importance to their customer: Please Select ▼

Performance relative to competition: Please Select ▼ ADD

Experiences (other than price)	Importance	Performance	Admin
Entertaining films that appeal to a large audience, both children and adults.	Medium	Superior	<a href="#">delete</a> <a href="#">edit</a>

Overall, are these experiences priced higher or lower than the competition? Higher ▼

Assign a percentage that illustrates the degree to which these experiences are either higher or lower than the competition. 10 % ASSIGN

---

### Walt Disney Productions's (Animated Films) Key Challenges

Describe some key challenges that Walt Disney Productions (Animated Films) faces in trying to provide these experiences to their customers. Do not exceed 2048 characters.

▲

▼

ADD

Experience	Admin
Continuing to have the highest production quality	<a href="#">delete</a> <a href="#">edit</a>



Figure 41

Current Event Details

Visit: Walt Disney Productions (Animated Films)
Current Event: Post production editing: from finishing of "shoot" until film edit "sign-off"

Who was there? All fields are required. If information is not available, enter "na."

Name: 
Title: 
Company: 

ADD

Name	Title	Company	Admin
Aladdin	Film Editor	Walt Disney Productions	delete edit
Mickey Mouse	Production Assistant	Walt Disney Productions	delete edit
Prince Charming	Quality Control Engineer	Walt Disney Productions	delete edit
Sleeping Beauty	Director of Acquisitions	Walt Disney Productions	delete edit

Type in one step at a time and click the add button. Do not exceed 2048 characters.

What are they trying to accomplish?

▲

▼

ADD

Accomplish	Admin
Filming has just finished, and production has a deadline to get this film finished and ready for shipping.	delete edit
Everything has to be perfect (editing, sound quality, etc.) and it has to be done fast	delete edit

What happened?

▲

▼

ADD

What Happened	Admin
Aladdin had 3 other films he was working on, so he asked Mickey Mouse to see if he could get some temps in to help him. Mickey approached Sleeping Beauty who took 3 days to get back to him (long nap) and then told him that due to cut-backs, temps were currently unavailable. Aladdin took the film back and worked on it in his spare time. When Prince Charming reviewed it, he tactfully told Aladdin that it was too long and besides that, family audiences would be put off by the bloody battle between the one arm bandit and the blinded cyclops.	delete edit
Aladdin took offense, and since he was already overworked and really didn't have time to do the vast quantity of work that the "director" should have come to begin with, put the film at the bottom of his priority list.	delete edit
By the time he got around to it, Warner Bros. had released a similar, higher quality film, that won the hearts of families nationwide, leaving Disney with egg on its face and a nice red mark in its bank books	delete edit

Figure 42

What Challenges/Imperfections/Obstacles did they encounter? Be sure to quantify any economic impact on this customer as well as any other consequences they experienced. Type in one thought at a time and click the add button. Do not exceed 2048 number of characters.

#### Challenges/Imperfections/Obstacles?

▲  
▼

**ADD**

Challenges/Imperfections/Obstacles	Admin
Not enough editors for Aladdin to allocate the proper time to his "first cut" resulting in a sub-standard product.	delete edit
Not able to see cost effectiveness of getting outside resources, so film was delayed (3+ days) in getting back to Aladdin for rework, costing \$1M/day in release revenues	delete edit
Final release date was so late that movie only captured 1/4 of intended audiences - movie raised \$3M at a cost of \$3.5 to shoot.	delete edit

#### Ideal World

Type in one thought at a time and click Add Ideal. Do not exceed 2048 characters.

#### How would this have gone in an ideal world?

Aladdin would have had cost effective resources (editors) available at his fingertips to get a high quality product ready on-time.

▲  
▼

#### What has changed?

Film is released as scheduled

▲  
▼

#### What has improved?

▲  
▼

**ADD IDEAL**

In an ideal world	Admin
How would this have gone?	
Aladdin would have had cost effective resources (editors) available at his fingertips to get a high quality product ready on-time.	delete edit
Changed:	
Film is released as scheduled	delete edit
Improved:	
	delete edit

Figure 43

### Opportunity / Summary

Which visit do you wish to view?  
Walt Disney Productions (Animated Films) ▾

**SUBMIT**

Describe improvements to the events discussed during the visit.

Improvement Opportunities for Walt Disney Productions (Animated Films)

▴

▾

Prioritize the opportunities based on the customer's perceived value. Keep in mind that perceived values need to be evenly distributed with 1/3 of the Opportunities high, 1/3 medium, and 1/3 low. You **MUST** finalize the perceived values prior to exiting this page.

Perceived Value / Prioritization of impact on their organization: ▾ Low ▾

This Customer's View of Our Competitor's Ability to Deliver: ▾ Delivering Today ▾ **ASSIGN**

Improvement Opportunity	Perceived Value	Deliver Ability	Admin
Aladdin has the ability to access cost effective resources (editors) at a moments notice to get a high quality product ready on-time, resulting in an on-time film release	High ▾	Delivering Today	delete edit
Mickey has the ability to access a list of several food vendors ranked by food quality, timeliness and price, making it easier for him to select based on specified criteria.	Low ▾	Doing Nothing	delete edit
Disney has food that arrives on time and meets the needs of the staff resulting in bills that are paid on time and happier staff	Medium ▾	Talking about Future Delivery	delete edit
Goofy would have the ability to work with a single contractor who would manage all vendors and ensure all supplies were on-site when needed, resulting in a project that runs smoothly and on budget	High ▾	Talking about Future Delivery	delete edit

**FINALIZE**

**Figure 44**

### Next Steps for Walt Disney Productions (Animated Films)

Which visit do you wish to view?  
Walt Disney Productions (Animated Films) ▼ ADD NEW

Additional questions to address with Walt Disney Productions (Animated Films)  
 ADD NEW

Current Questions	Admin
1 Under what circumstances is outsourcing permitted in the organization	remove

Short term steps / opportunities requiring immediate follow-up:

Action

Who

By When  ADD NEW

Action	Who	By When	Admin
1 Schedule an additional follow up visit with Disney	James Cameron	10/9/2001	remove
2 Call Sleeping Beauty to check on outsourcing policies	Joss Whedon	10/6/2001	remove

Figure 45

### Customer Visit Report for Walt Disney Productions (Animated Films)

Which visit do you wish to view?

Walt Disney Productions (Animated Films)

SUBMIT

Click on the button below to create Walt Disney Productions's (Animated Films) Customer Visit Report.

SUBMIT

Figure 46

### CUSTOMER VISIT REPORT

- Participants
  - Walt Disney Productions Participants:

Name	Title	Phone	Email
Mickey Mouse	Production Assistant	555-1212	Mouse@disney.com
Prince Charming	Quality Control Engineer	555-1212	Charming@Disney.com
Sleeping Beauty	Director of Acquisitions	555-1212	Beauty@Disney.com
  - Team Participants:

Name	Title	Phone	Email
Clive Barker	Quality Control Engineer	333-1212	Barker@filmpro.com
James A. Cameron	Production Manager	333-555-1212	Cameron@filmpro.com
Joss Whedon	HR Manager	333-1212	Whedon@filmpro.com
Ridley Scott	Editor	444-1212	Scott@filmpro.com
- Walt Disney Productions's Target Customers
  - AMC Theatres
  - Families (Customer's customers)
  - Sony Theatres
  - United Artist Cinemas
- Walt Disney Productions's Competitors
  - Jim Henson Productions
  - All other motion picture studios
  - Public Broadcasting system
- Walt Disney Productions's stated Value Proposition
  - Experiences they provide to their customers:

Experiences (other than price)	Importance	Relative Performance
Entertaining films that appeal to a large audience, both children and adults.	1	2
  - Cumulative Price of the experiences relative to the competition:

Overall, are these experiences priced higher or lower relative than the competition and by what percentage?

Higher 10 %

Figure 47

## Successes and Opportunities for Walt Disney Productions (Animated Films)

Which visit do you wish to view?

Walt Disney Productions (Animated Films) ▾

SUBMIT

Enter one thought at a time and click Assign. Do not exceed 2048 characters.

What worked well?

ASSIGN

What worked well:	Admin
Customer felt visit was well worth their time	remove
Information gathered presented several service opportunities for Film Pro	remove
All the participants that we wanted to talk to were there, were there on time, and were quite vocal about their opinions on how things were done at Walt Disney Productions	remove

What didn't work well?

ASSIGN

What didn't work well:	Admin
Not everyone who was supposed to be there showed up	remove
We'll need a second visit to finish gathering the data	remove

Figure 48

Preferred Events Details					
Enter a brief description of what happens in the Preferred Event and click Submit. Do not exceed 255 characters.					
Event	Sourcing props and other materials: from the time the need is identified until th				
Description	Goofy calls one shop and tells them he needs 1000 extras, 500 bow and arrows, 250 swords and 250 axes and he needs them by Thursday. He receives a quote and a guarantee. Everything arrives on time and on budget				
<div>Submit</div>					
Potential Customer Experience					
Now describe the improvements in the Preferred Event as Customer Experiences (e.g. Customer X now has the ability to ..., etc.). Enter one experience at a time and click Submit. Do not exceed 2048 characters.					
Experience					
<div>Submit</div>					
<table border="1"><thead><tr><th>Potential Experiences: (click on Each Potential Experience to Edit and Review)</th><th>Admin:</th></tr></thead><tbody><tr><td>Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.</td><td>delete</td></tr></tbody></table>		Potential Experiences: (click on Each Potential Experience to Edit and Review)	Admin:	Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	delete
Potential Experiences: (click on Each Potential Experience to Edit and Review)	Admin:				
Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	delete				

Figure 49

### Potential Experience Details

Estimate the worth of this experience to the customer. (1\$ = tens of dollars, 2\$ = hundreds of dollars, 3\$ = thousands of dollars, up to 9\$ = billions of dollars). After you have selected the Worth, click the Submit button.

Experience

Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.

▲  
▼

What is it worth

2\$ ▼

SUBMIT

### Consequences of the Potential Experience

Now enter the consequences, both economic and intangible, from this Improved Customer Experience. Enter one consequence at a time and click the Submit button. Do not exceed 2048 characters.

Consequence

▲  
▼

SUBMIT

Consequences:	Admin
All props arrive on-site, eliminating 1 day of filming delays	delete edit
All characters have the correct props, so picture is more realistic increasing probability that audiences will return for the sequel	delete edit



Figure 50

### Alternative Options

Alternative Options they could pursue

Who

Performance versus Alternative

--Please Select--

Window of Opportunty

--Please Select--

SUBMIT

After you have finished inserting your Alternative Options, it is imperative that you select which one is most likely to be used, and click the submit button at the bottom of the display table.

Alternative Option	Who	Performance	Window of Opp.	Most Likely	Admin
Continue as today - one internal person assigned to handle all props, etc.	Disney	Superior	< 6 mo	<input type="radio"/>	<a href="#">delete</a> <a href="#">edit</a>
Use a newly available Internet based prop supply shop	Props R Us	Equal	6-12 mo	<input checked="" type="radio"/>	<a href="#">delete</a> <a href="#">edit</a>

SUBMIT

Figure 51

### Parking Lot / Next Steps for Walt Disney Productions (Animated Films)

Which visit do you wish to view?

Walt Disney Productions (Animated Films)

SUBMIT

Enter a Parking Lot / Next Step.

ASSIGN

Parking Lot / Next Step:	Admin
Check on value of 1 delayed release day to Disney	<a href="#">delete</a> <a href="#">edit</a>
Check on Aladdin's salary	<a href="#">delete</a> <a href="#">edit</a>

Figure 52

Improved Value Proposition for Walt Disney Productions (Animated Films)

Which visit do you wish to view?

Walt Disney Productions (Animated Films) ▾

SUBMIT

Target Customer Description:

List some characteristics of this customer that would help us understand why they would want the improved experiences we have listed. Enter a single characteristic and then click on the submit button before proceeding to the next characteristic.

SUBMIT

Current Descriptions:

Organization that creates animated films for children	delete	edit
---	--------	------

Review the Customer Experience:

- Select a realistic launch date for this experience,
- Select the category that most closely describes this Customer Experience
- Click Assign.

1. Customer Experience:

Experience	Aladdin has the ability to access cost effective, high quality editorial help, as needed.			edit
Consequences of Experience	• Studio gains \$3 millions of dollars by capturing first release revenue		delete	edit
	• Studio captures the hearts of the audience providing the potential to go for a sequel...considering Disney's other sequels...an opportunity of approximately \$8M		delete	edit
	• Studio captures several sponsorship opportunities		delete	edit
	• High quality product reinforces the image that Disney as a company is continuing to stay on top of the marketplace		delete	edit
What it's worth	5 \$			edit
Launch Date	6-12 mo ▾			
Alternative Options (X denotes the most likely option)				
Who	What	Performance vs Alternative	Window of Opportunity	Admin
Disney	Hire additional editors to handle their peak loads	Superior	12-24 mo	edit
Disney	X Do nothing - i.e. the same as today	Superior	5+ yrs	edit

Category:

Decrease time-to-market ▾

ASSIGN

2. Customer Experience:

Figure 53

Pricing Logic for Walt Disney Productions (Animated Films)

Which visit do you wish to view?

Walt Disney Productions (Animated Films) ▾

SUBMIT

Enter an estimate of the Absolute Price (in \$,DM, etc.) and Relative Price (a % higher or lower than the competition) that we will charge this customer for each experience. Then move forward and enter in the Value Delivery Strategy (VDS) for this Value Proposition. Upon completion of the VDS, return to this page. You will note that the numbers for our fixed and variable costs for delivering each experience will have carried over and will appear in the table in the center of this page. Review your pricing strategy and adjust as appropriate.

Customer Experience	Worth	Alternatives they could pursue		Our Performance	Customer Value Index	Absolute Price	Relative Price vs. Best Alternative	
		Who	How Delivered				Percentage	Higher/Lower
Aladdin has the ability to access cost effective, high quality editorial help, as needed.	5 \$	Disney	Do nothing - i.e. the same as today	Superior	5	5000	10	Higher ▾
Mickey has the ability to access the appropriate, high quality, good tasting food for each crew and have it arrive on time and within his films budgetary constraints	2 \$	Disney	Order randomly from different menus on a daily basis - slightly more work for Mickey	Equal	0	2000	5	Higher ▾
Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	2 \$	Props R Us	Use a newly available internet based prop supply shop	Equal	0	2300	2	Lower ▾

After completing the VDS, review the following costs before finalizing your pricing strategy.

Customer Experience	Action	Fixed Costs	Variable Costs
Mickey has the ability to access the appropriate, high quality, good tasting food for each crew and have it arrive on time and within his films budgetary constraints	Research multiple food service suppliers	1000	0
Mickey has the ability to access the appropriate, high quality, good tasting food for each crew and have it arrive on time and within his films budgetary constraints	Contract with several companies to provide food services	100	0
Aladdin has the ability to access cost effective, high quality editorial help, as needed.	Advertise their services	1000	5000
Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	Contract with multiple vendors to provide supplies (people / props) etc.	500	10000
Aladdin has the ability to access cost effective, high quality editorial help, as needed.	Hire the resources to handle editorial needs	10000	100000

SUBMIT

Total Price for Value Proposition

Absolute Price	Relative Price vs. Best Alternative	
	Percentage	Higher / Lower
9300	5	higher

**Figure 54**

### Experience Creation for Walt Disney Productions (Animated Films)

Type in a brief description of what Walt Disney Productions (Animated Films) must do to get this experience. Enter only one action at a time. Then indicate at what point in their lifecycle does this take place and how long before they are capable of performing it. Do not exceed 2048 characters. Click on submit.

**Customer experience:** Aladdin has the ability to access cost effective, high quality editorial help, as needed

What Walt Disney Productions (Animated Films) must do

Lifecycle category

When they will be capable

**SUBMIT**

[Click here to return to the Organization Select page](#)

Action	Category	Capable	Admin
Research outsourcing alternatives for their editorial department	Discovery	Today	delete edit
Hire Film Production Company to provide outsourcing services	Purchase	< 6 Months	delete edit
Train their personnel, when it is appropriate to use the service	Ongoing Use	< 6 Months	delete edit

**Figure 55**

### Experience Creation for Walt Disney Productions (Animated Films)

Type in a brief description of what Film Production Co must do to provide this experience. Enter only one action at a time. Then indicate the function that would perform this task and indicate how long before they are capable of performing it. Finally, enter the costs associated with performing this task and then click on submit. Do not exceed 2048 characters.

**Customer experience:** Aladdin has the ability to access cost effective, high quality editorial help, as needed

What Film Production Co must do

Function

When they will be capable

Fixed Cost

Variable Cost

**SUBMIT**

[Click here to return to the Organization Select page](#)

Action	Function	Capable	Fixed Cost	Variable Cost	Admin
Advertise their services	Sales	< 6 Months	1000	5000	delete edit
Hire the resources to handle editorial needs	HR	Today	10000	100000	delete edit

Figur 56

Experience Creation for Walt Disney Productions (Animated Films)

Indicate which partner will assist in providing the experience. Then type in a brief description of what the Partner must do to help provide this experience. Enter only one action at a time. Then indicate which function would perform this task and indicate how long before they are capable of performing it. Finally, click on submit. Do not exceed 2048 characters.

Customer experience: Aladdin has the ability to access cost effective, high quality editorial help, as needed

Value Delivery Partner

UBU Production Supply

What our partner must do

Function

Sourcing/purchasing

When they will be capable

Today

SUBMIT

Click [here](#) to return to the Organization Select page

VDN Partner	Action	Function	Capable	Admin
-------------	--------	----------	---------	-------

**Figure 57**

### Communicate the Experience to the Customer

Type in a title for the individual to whom we are targeting our message. Then write a brief description of our desired message, indicate whether or not we are trying to communicate the value of this experience or our ability to provide it, and how we plan to deliver this message (email, sales call, etc.) Finally, indicate the expected cost to provide this message and click on submit. Do not exceed 128 characters in the Target Individual(s), 2048 characters in the Desired message and 1024 characters in the delivery method.

**Customer experience:** Aladdin has the ability to access cost effective, high quality editorial help, as needed.

Target individual (s)

Desired message

Communicating value or capability

How message will be delivered

Incremental cost to deliver message \$

**SUBMIT** Click [here](#) to return to the Organization Select page.

Target Individual (s)	Desired Message	Value or Capability	How Delivered	Incremental Cost	Admin
Sleeping Beauty	It will be more cost effective in the long run to outsource editorial help when on a tight production schedule	Show value	Sales presentation	\$100	<a href="#">delete</a> <a href="#">edit</a>

**Figure 58**

### Communicate the Experience to our Organization

Type in a title for the individual to whom we are targeting our message. Then write a brief description of desired message, indicate whether or not we are trying to communicate the value of this experience or our ability to provide it, and how we plan to deliver this message (email, sales call, etc.) Finally, indicate the expected cost to provide this message and click on submit. Do not exceed 128 characters in the Target Individual(s), 2048 characters in the Desired message and 1024 characters in the delivery method.

**Customer experience:** Aladdin has the ability to access cost effective, high quality editorial help, as nee

Target individual (s)

Desired message

Communicating value or capability 

Show value

How message will be delivered

Incremental cost to deliver message \$

**SUBMIT** [Click here to return to the Organization Select](#)

Target Individual (s)	Desired Message	Value or Capability	How Delivered	Incremental Cost	Admin
Legal department	Flexible contracts with our partners will allow us to serve our clients better and as such, allow us to increase our business	Show value	email	\$5	<a href="#">delete</a>

Figure 59

IMPROVED VALUE PROPOSITION																					
<b>I. Target Customer:</b> Walt Disney Productions or an organization with the following characteristics:																					
<div style="border: 1px solid black; padding: 2px;">                     Organization that creates animated films for children                 </div>																					
<b>II. Perceived Customer Value:</b> Experiences this customer will have by working with Film Production Co, Animated Film Services compared to working with their best alternative:																					
1. Aladdin has the ability to access cost effective, high quality editorial help, as needed.																					
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center; padding: 2px;">Consequences of Experience</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;"> <div style="border: 1px solid black; padding: 2px;">                                 Studio gains \$3 millions of dollars by capturing first release revenue                             </div> </td> </tr> <tr> <td style="padding: 2px;"> <div style="border: 1px solid black; padding: 2px;">                                 Studio captures the hearts of the audience providing the potential to go for a sequel...considering Disney's other sequels...an opportunity of approximately \$8M                             </div> </td> </tr> <tr> <td style="padding: 2px;"> <div style="border: 1px solid black; padding: 2px;">                                 Studio captures several sponsorship opportunities                             </div> </td> </tr> <tr> <td style="padding: 2px;"> <div style="border: 1px solid black; padding: 2px;">                                 High quality product reinforces the image that Disney as a company is continuing to stay on top of marketplace                             </div> </td> </tr> </tbody> </table>					Consequences of Experience	<div style="border: 1px solid black; padding: 2px;">                                 Studio gains \$3 millions of dollars by capturing first release revenue                             </div>	<div style="border: 1px solid black; padding: 2px;">                                 Studio captures the hearts of the audience providing the potential to go for a sequel...considering Disney's other sequels...an opportunity of approximately \$8M                             </div>	<div style="border: 1px solid black; padding: 2px;">                                 Studio captures several sponsorship opportunities                             </div>	<div style="border: 1px solid black; padding: 2px;">                                 High quality product reinforces the image that Disney as a company is continuing to stay on top of marketplace                             </div>												
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5\$	6-12 mo																				
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Alternative they could pursue		Most Likely Alternative Selected	Performance vs Alternative	Window of Opportunity																	
Who	How Delivered																				
Disney	Hire additional editors to handle their peak loads		Superior	12-24 m																	
Disney	Do nothing - i.e. the same as today	X	Superior	5+ yr																	
<b>Experience Category:</b> Decrease time-to-market																					
2. Goofy has the ability to work with a single contractor who manages all vendors and ensures supplies (people, props, etc.) arrive on-site when needed.																					



**Figure 60**

<b>Value Delivery Strategy</b> Film Production Co., Animated Film Services Go Services – Walt Disney Productions (Animated Films)	
<b>Customer Experience</b> Aladdin has the ability to access cost effective, high quality editorial help, as needed.	
<b>Create the Experience - What Walt Disney Productions must do:</b>  1. Research outsourcing alternatives for their editorial department Lifecycle Category: Discovery Capable: Today  2. Hire Film Production Company to provide outsourcing services Lifecycle Category: Purchase Capable: < 6 Months  3. Train their personnel, when it is appropriate to use the service Lifecycle Category: Ongoing Use Capable: < 6 Months	<b>Communicate the Experience</b>  <b>Target:</b> Sleeping Beauty  <b>Desired Message:</b> It will be more cost effective in the long run to outsource editorial help when on a tight production schedule  <b>Communicating the Value or Capability:</b> Show value  <b>How message will be delivered:</b> Sales presentation  <b>Incremental Cost:</b> \$100
<b>Create the Experience - What Film Production Co must do:</b>  1. Hire the resources to handle editorial needs Function: HR Capable: Today Fixed Cost: \$10000 Variable Cost: \$100000  2. Advertise their services Function: Sales Capable: < 6 Months Fixed Cost: \$1000 Variable Cost: \$5000	<b>Target:</b> Legal department  <b>Desired Message:</b> Flexible contracts with our partners will allow us to serve our clients better and as such, allow us to increase our business  <b>Communicating the Value or Capability:</b> Show value  <b>How message will be delivered:</b> email  <b>Incremental Cost:</b> \$5
<b>Total Cost to Deliver the Experience</b>  Fixed Costs: \$11000 Variable Costs: \$105000 Incremental Costs: \$105	
<b>Grand Total Cost to Deliver All Experience(s)</b>  Fixed Costs: \$12600 Variable Costs: \$115000 Incremental Costs: \$2315	

Figure 61

Segmentation (Worth) for Go Services				
Sub-Category	Experience	Walt Disney Productions (Animated Films)	Teleubbies (motion pictures)	Jim Henson Productions (Muppets)
Access better tools or technology to perform the desired function	Reduce personnel needed to complete production.		5 \$	
	J and the P's can, with minimal effort (in minutes, versus days) retrieve data off their old video clips and access it in the format needed for their current efforts			
Access to design support help	Enable concurrent filming and editing to identify any additional necessary footage		7 \$	
Access to external resources / expertise to support production during internal resource shortages	Reduce time spent finding right prop.		5 \$	
	Josie and the Pussycats have the ability to access a talent pool of actresses that exactly meet their requirements the first time they meet them			
	Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	2 \$		
Buy best product for the use or application	Mickey has the ability to access the appropriate, high quality, good tasting food for each crew and have it arrive on time and within his films budgetary constraints	2 \$		
Decrease assembly/preparation required	Josie can easily combine multiple formats into one final production ready document			
Decrease time-to-market	Aladdin has the ability to access cost effective, high quality editorial help, as needed.	5 \$		
Faster price (including duties & freight), availability and substitute information which reduces time spent	Simply ordering and billing processes resulting in fewer hours and 5% lower refreshment costs.			5 \$
	Dramatically reduce recruitment time by 2 weeks.		4 \$	
Reduce returns/rework	All contracts ensure that actors do not have hiring and firing authority.			7 \$
	All contracts for actors limit authority over editing decisions.			6 \$

Figure 62

Segmentation (Performance) for Go Services				
Sub-Category	Experience	Walt Disney Productions (Animated Films)	Teleubbies (motion pictures)	Jim Henson Productions (Muppets)
Access better tools or technology to perform the desired function.	Reduce personnel needed to complete production.		Superior	
	J and the P's can, with minimal effort (in minutes, versus days) retrieve data off their old video clips and access it in the format needed for their current efforts			
Access to design support help	Enable concurrent filming and editing to identify any additional necessary footage.		Superior	
Access to external resources / expertise to support production during internal resource shortages	Reduce time spent finding right prop.		Superior	
	Josie and the Pussycats have the ability to access a talent pool of actresses that exactly meet their requirements the first time they meet them			
	Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	Equal		
Buy best product for the use or application	Mickey has the ability to access the appropriate, high quality, good tasting food for each crew and have it arrive on time and within his films budgetary constraints	Equal		
Decrease assembly/preparation required	Josie can easily combine multiple formats into one final production ready document			
Decrease time-to-market	Aladdin has the ability to access cost effective, high quality editorial help, as needed.	Superior		
Faster price (including duties & freight), availability and substitute information which reduces time spent	Simply ordering and billing processes resulting in fewer hours and 5% lower refreshment costs			Superior
	Dramatically reduce recruitment time by 2 weeks		Equal	
Reduce returns/rework	All contracts ensure that actors do not have hiring and firing authority.			Inferior
	All contracts for actors limit authority over editing decisions.			Inferior

Figure 63

Segmentation (Value Index) for Go Services				
Sub-Category	Experience	Walt Disney Productions (Animated Films)	Teletubbies (motion pictures)	Jim Henson Productions (Muppets)
Access better tools or technology to perform the desired function	Reduce personnel needed to complete production.		5	
	J and the P's can, with minimal effort (in minutes, versus days) retrieve data off their old video clips and access it in the format needed for their current efforts			
Access to design support help	Enable concurrent filming and editing to identify any additional necessary footage.		7	
Access to external resources / expertise to support production during internal resource shortages	Reduce time spent finding right prop.		5	
	Josie and the Pussycats have the ability to access a talent pool of actresses that exactly meet their requirements the first time they meet them			
	Goofy has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	0		
Buy best product for the use or application	Mickey has the ability to access the appropriate, high quality, good tasting food for each crew and have it arrive on time and within his films budgetary constraints	0		
Decrease assembly/preparation required	Josie can easily combine multiple formats into one final production ready document			
Decrease time-to-market	Aladdin has the ability to access cost effective, high quality editorial help, as needed.	5		
Faster price (including duties & freight), availability and substitute information which reduces time spent:	Simply ordering and billing processes resulting in fewer hours and 5% lower refreshment costs.			5
	Dramatically reduce recruitment time by 2 weeks.		0	
Reduce returns/rework	All contracts for actors limit authority over editing decisions.			-5
	All contracts ensure that actors do not have hiring and firing authority.			-7

Figure 64

## Assign Customers to Segments

Create a segment nickname

Submit

Segment Name	Admin
Price-driven	<a href="#">delete</a> <a href="#">edit</a>
Yield-driven	<a href="#">delete</a> <a href="#">edit</a>

Select a segmentation view

Submit

### Segmentation (Value Index) for Go Services

Sub-Category	Experience	Walt Disney Productions (Animated Films)	Teletubies (motion pictures)	Jim Henson Productions (Muppets)
Access better tools or technology to perform the desired function	Reduce personnel needed to complete production.		5	
	J and the P's can, with minimal effort (in minutes, versus days) retrieve data off their old video clips and access it in the format needed for their current efforts			
Access to design support help	Enable concurrent filming and editing to identify any additional necessary footage.		7	
Access to external resources / expertise to support production during internal resource shortages	Reduce time spent finding right drop.		5	
	Josie and the Pussycats have the ability to access a talent pool of actresses that exactly meet their requirements the first time they meet them			
	Gooty has the ability to work with a single contractor who manages all vendors and ensures all supplies (people, props, etc.) arrive on-site when needed.	0		
Buy best product for the use of application	Mickey has the ability to access the appropriate, high quality, good tasting food for each crew and have it arrive on time and within his film's budgetary constraints	0		
Decrease assembly/preparation required	Josie can easily combine multiple formats into one final production ready document			
Decrease time-to-market	Aladdin has the ability to access cost effective, high quality editorial help, as needed.	5		
Faster price (including duties & freight), availability and substitute information which reduces time spent	Simply ordering and billing processes resulting in fewer hours and 5% lower refreshment costs.			5
	Dramatically reduce recruitment time by 2 weeks		0	
Reduce returns/rework	All contracts for actors limit authority over editing decisions.			-6
	All contracts ensure that actors do not have hiring and firing authority			-7

Assign customer to segment




Submit

Figure 65

## Create Segment Value Proposition

Select a segment to analyze

---

### Value Proposition to Price-driven Segment

---

**Target Customer Description:**

List some characteristics of this customer that would help us understand why they would want the improved experiences we have listed. Enter a single characteristic and then click on the submit button before proceeding to the next characteristic.

**Current Descriptions:**

Organization that creates animated films for children

**Review the Customer Experience:**

- Select a realistic launch date for this experience,
- Select the category that most closely describes this Customer Experience
- Click Assign.

**1. Customer Experience:**

<b>Experience</b>	Aladdin has the ability to access cost effective, high quality editorial help, as needed. <input type="button" value="edit"/>			
<b>Consequences of Experience</b>	• Studio gains \$3 millions of dollars by capturing first release revenue <input type="button" value="delete"/> <input type="button" value="edit"/> • Studio captures the hearts of the audience providing the potential to go for a sequel...considering Disney's other sequels...an opportunity of approximately \$8M <input type="button" value="delete"/> <input type="button" value="edit"/> • Studio captures several sponsorship opportunities <input type="button" value="delete"/> <input type="button" value="edit"/> • High quality product reinforces the image that Disney as a company is continuing to stay on top of the marketplace <input type="button" value="delete"/> <input type="button" value="edit"/>			
<b>What it's worth</b>	5 \$ <input type="button" value="edit"/>			
<b>Launch Date</b>	6-12 mo <input type="button" value="v"/>			
<b>Alternative Options</b> (X denotes the most likely option)				
<b>Who</b>	<b>What</b>	<b>Performance vs Alternative</b>	<b>Window of Opportunity</b>	<b>Admin</b>
Disney	Hire additional editors to handle their peak loads	Superior	12-24 mo	<input type="button" value="edit"/>
Disney	X Do nothing - i.e. the same as today	Superior	5+ yrs	<input type="button" value="edit"/>

**Category:**

**2. Customer Experience:**

Figure 66

Experience Creation for Price-driven Segment			
<p>Type in a brief description of what Walt Disney Productions (Animated Films) must do to get this experience. Enter only one action at a time. Then indicate at what point in their lifecycle does this take place and how long before they are capable of performing it. Do not exceed 2048 characters. Click on submit.</p>			
<p>Customer experience: Aladdin has the ability to access cost effective, high quality editorial help, as needed</p>			
What Walt Disney Productions (Animated Films) must do	<input type="text"/> <input type="button" value="Δ"/> <input type="button" value="▽"/>		
Lifecycle category	<input type="text" value="Discovery"/> <input type="button" value="▽"/>		
When they will be capable	<input type="text" value="Today"/> <input type="button" value="▽"/>		
<input type="button" value="SUBMIT"/>		<a href="#">Click here to return to the Organization Select page</a>	
Action	Category	Capable	Admin
Research outsourcing alternatives for their editorial department	Discovery	Today	<a href="#">delete</a> <a href="#">edit</a>
Hire Film Production Company to provide outsourcing services	Purchase	< 6 Months	<a href="#">delete</a> <a href="#">edit</a>
Train their personnel, when it is appropriate to use the service	Ongoing Use	< 6 Months	<a href="#">delete</a> <a href="#">edit</a>

Figure 67

Experience Creation for Price-driven Segment					
<p>Type in a brief description of what Film Production Co must do to provide this experience. Enter only one action at a time. Then indicate the function that would perform this task and indicate how long before they are capable of performing it. Finally, enter the costs associated with performing this task and then click on submit. Do not exceed 2048 characters.</p>					
<p>Customer experience: Aladdin has the ability to access cost effective, high quality editorial help, as needed</p>					
What Film Production Co must do	<input type="text"/> <input type="button" value="Δ"/> <input type="button" value="▽"/>				
Function	<input type="text" value="Product"/> <input type="button" value="▽"/>				
When they will be capable	<input type="text" value="Today"/> <input type="button" value="▽"/>				
Fixed Cost	<input type="text"/>				
Variable Cost	<input type="text"/>				
<input type="button" value="SUBMIT"/>		<a href="#">Click here to return to the Organization Select page</a>			
Action	Function	Capable	Fixed Cost	Variable Cost	Admin
Advertise their services	Sales	< 6 Months	1000	5000	<a href="#">delete</a> <a href="#">edit</a>
Hire the resources to handle editorial needs	HR	Today	10000	100000	<a href="#">delete</a> <a href="#">edit</a>

Figure 68

**Experience Creation for Price-driven Segment**

Indicate which partner will assist in providing the experience. Then type in a brief description of what the Partner must do to help provide this experience. Enter only one action at a time. Then indicate which function would perform this task and indicate how long before they are capable of performing it. Finally, click on submit. Do not exceed 2048 characters.

**Customer experience:** Aladdin has the ability to access cost effective, high quality editorial help, as needed

Value Delivery Partner

What our partner must do

Function

When they will be capable

**SUBMIT** Click [here](#) to return to the Organization Select page

VDN Partner	Action	Function	Capable	Admin
-------------	--------	----------	---------	-------

**Figure 69**

### Communicate the Experience to the Price-driven Segment

Type in a title for the individual to whom we are targeting our message. Then write a brief description of our desired message, indicate whether or not we are trying to communicate the value of this experience or our ability to provide it, and how we plan to deliver this message (email, sales call, etc.) Finally, indicate the expected cost to provide this message and click on submit. Do not exceed 128 characters in the Target Individual(s), 2048 characters in the Desired message and 1024 characters in the delivery method.

Customer experience: Aladdin has the ability to access cost effective, high quality editorial help, as needed.

Target individual (s)

Desired message

Communicating value or capability

Show value

How message will be delivered

Incremental cost to deliver message

\$

SUBMIT

Click [here](#) to return to the Organization Select page.

Target Individual (s)	Desired Message	Value or Capability	How Delivered	Incremental Cost	Admin
Sleeping Beauty	It will be more cost effective in the long run to outsource editorial help when on a tight production schedule	Show value	Sales presentation	\$100	<a href="#">delete</a> <a href="#">edit</a>



**Figur 70**

### Communicate the Experience to our Organization

Type in a title for the individual to whom we are targeting our message. Then write a brief description of desired message, indicate whether or not we are trying to communicate the value of this experience or our ability to provide it, and how we plan to deliver this message (email, sales call, etc.) Finally, indicate the expected cost to provide this message and click on submit. Do not exceed 128 characters in the Target Individual(s), 2048 characters in the Desired message and 1024 characters in the delivery method.

**Customer experience:** Aladdin has the ability to access cost effective, high quality editorial help, as nee

Target individual (s)

Desired message

Communicating value or capability

How message will be delivered

Incremental cost to deliver message \$

**SUBMIT**

Click [here](#) to return to the Organization Select

Target Individual (s)	Desired Message	Value or Capability	How Delivered	Incremental Cost	Admin
Legal department	Flexible contracts with our partners will allow us to serve our clients better and as such, allow us to increase our business	Show value	email	\$5	<a href="#">delete</a>

**Figure 71**

**Select Which Customer Segments To Target**

Segment Name	Target Segment?	
Price-driven	Yes <input checked="" type="radio"/>	No <input type="radio"/>
Yield-driven	Yes <input type="radio"/>	No <input checked="" type="radio"/>

**Submit**

**Figure 72**

(Client Name) Business Plan 2002-2004

Table of Contents

- Target Segments (page 2)
- Value Propositions (pages 3-7)
- Value Delivery Strategy (pages 8-14)
- Financial Implications (pages 15-20)

**Figure 73**

Select projects to include:

Project Name	Include Project?	
Industrial Product	Yes <input checked="" type="radio"/>	No <input type="radio"/>
Value Added Service	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Select target segments to include:

Target Segment	Include Project?	
Yield-driven	Yes <input checked="" type="radio"/>	No <input type="radio"/>
Reliability-focused	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Select customers to include:

Customer Name	Include Customer?	
Walt Disney	Yes <input checked="" type="radio"/>	No <input type="radio"/>
Jim Henson Productions	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Select function to report:

Function	Include Project?	
Marketing	Yes <input checked="" type="radio"/>	No <input type="radio"/>
R&D	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Submit

**Figure 74**

**(Functional Area) Requirements**

Actions to Create Value	Target Customer	Customer Experience
Action 1	Yield-driven	Improve yield
Action 2	Yield-driven	Improve yield

**Figure 75**

Select projects to include:

Project Name	Include Project?	
Industrial Product	Yes <input checked="" type="radio"/>	No <input type="radio"/>
Value Added Service	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Select target segments to include:

Target Segment	Include Project?	
Yield-driven	Yes <input checked="" type="radio"/>	No <input type="radio"/>
Reliability-focused	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Select customers to include:

Customer Name	Include Customer?	
Walt Disney	Yes <input checked="" type="radio"/>	No <input type="radio"/>
Jim Henson Productions	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Select VDN Partner to report:

VDN Partner	Include VDN Partner?	
Marketing	Yes <input checked="" type="radio"/>	No <input type="radio"/>
R&D	Yes <input type="radio"/>	No <input checked="" type="radio"/>

Submit

**Figure 76**

**(Value Delivery Partner) Requirements**

Actions to Create Value	Target Customer	Customer Experience
Action 1	Yield-driven	Improve yield
Action 2	Yield-driven	Improve yield